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THE GUYANA RICE MARKETING BOARD

by



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A THESIS

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To

My mother and father and their descendants
in appreciation of their contributions to the
development of Guyana

ABSTRACT

Rice has been grown in Guyana since the eighteenth century. It has gained in importance as an agricultural crop, and is now second only to sugar as a revenue earner. For 24 years the marketing of rice in Guyana has been carried out by the Guyana Rice Marketing Board, an organization set up by statute as responsible for the buying and selling of all rice produced in the country.

This study reviews the marketing operations of the Rice Marketing Board during the period 1954 to 1967. A general description of the organization is given and details of its purchases, domestic sales, and exports are presented. The effects of political influence on the organization are discussed.

A critical analysis of the Board's operations discloses that there is a need for reorganization of the Board's staff structure and improvements in specific areas of the rice industry. These specific areas are grading, milling, storage facilities, local distribution of rice, the export market and political influence. Suggestions for improvements of the Board and facets of the rice industry are offered.

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CHAPTER I

INTRODUCTION

The marketing concept of today has had a short but meteoric history with the period of stress taking place in the early 1950's. Several definitions and viewpoints have been offered on what marketing is by numerous scholars. Definitions have taken a broad view of marketing in some cases, in other cases narrow viewpoints have been put forward to meet the perspective of the individual business firm.

Whatever viewpoint is held, marketing can be approached on a national, economic, and social and cultural basis or from the individual firm's viewpoint although the approach taken by the latter cannot be separated from the whole economic system. David Hamilton¹ regarded marketing as significant in a social and economic process because it intervened between and synchronized the process of production and consumption. Marketing is thus considered to perform an integrative function. The marketing concept in its historical development has placed management in a position where there was need to have a new approach to long-range planning, organization structure, managerial competence and personnel development. Marketing in its modern form introduces the marketing man at the beginning rather than at the end of the production cycle. The marketing concept involves the awareness and appreciation of the consumer's role by management, for a business enterprise is an organ of society of which the consumers (customers) are a part. As it is concerned with the consumer so must management be concerned with interdepartmental

behaviour and decisions, for a firm is like a machine whose parts are interdependent. The marketing concept involves the concern with the innovation of products and services, the effects of new product and service introduction on the firm's profit position.

The marketing concept includes the recognition of the role of marketing intelligence, the participation and interaction of company officers, formal short- and long-range planning of corporate goals and strategies. In short, the marketing concept requires a total effort by all concerned within the operation in order to provide the goods and services needed by the customer or user and to enhance the position of the firm both in terms of profit and in the eyes of society.

A primary objective of this study is to provide pioneering information on the marketing of rice in Guyana. Through analysis of the operations of the Guyana Rice Marketing Board, an organization responsible for the buying and selling of all rice produced in the country, the study will show that there has been an increase in the production of rice, but due to the lack of modern marketing techniques, a poor organizational structure, and political influence the Board has not been performing to match the efforts of rice producers. The Guyana Rice Marketing Board has not taken on the activities required to market its rice efficiently. By this is meant that there is no "marketing" department as such, no salesmen, no advertising programmes, no market research, etc. The operations of the organization when viewed on an overall basis can be looked upon as "buying and selling." This has been the situation since 1946, so much so that in 1965 the organization had to seek the assistance of a marketing firm in

the United States to sell its surplus rice which was increasing annually. This study, through its recommendations and conclusions, attempts to provide guidelines for the adoption of the marketing concept by the Guyana Rice Marketing Board.

The data used in this study are mainly secondary data taken between the years 1953 to 1967 through Annual Reports, Special Reports, local Journals, World Rice Reports and other sources as they occurred.

A severe limitation was put on this study when a visit made to Guyana in the summer of 1968 to obtain information and to review documents, reports, recommendations, etc. was fruitless because of the destruction of such information and documents by fire. Another limitation was that no interviews were possible with policy makers of the rice industry because of their refusal to discuss the industry.

The remaining chapters of this thesis will examine rice in the economy of Guyana, the Marketing Board and its operations, and the domestic and export marketing of rice. The thesis concludes with suggested recommendations for reorganization.

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1. David Hamilton, "Marketing Science: Usefulness to the Consumer," published in George Schwartz (ed.) "Science in Marketing" (John Wiley & Sons, Inc., New York, 1965), p. 34.

CHAPTER II

Guyana, formerly British Guiana,^a became independent on May 26, 1966. It is situated on the northeast coast of the continent of South America between Brazil, Venezuela and Surinam.¹ Figure 1 shows a map of Guyana with the inset depicting its relationship to neighbouring countries. In 1968, an estimate of the population placed it at about 720,000.² Guyana is a land of many races. It is comprised of the following ethnic groups: East Indians (48.2%), Africans (33.5%), "Mixed" or "Colored" (11.3%), Amerindians (4.0%), Portuguese (1.4%), Europeans (0.9%) and Chinese (0.6%).³

Guyana is divided into three main physical regions.⁴ These are the Coastal Plain, the Intermediate Peneplain, and the Highland Region. The Coastal Plain is composed of recent alluvial deposits and stretches over a distance of about 270 miles from Point Playa in the northwest to Skeldon in the northeast. It is in this region that rice is cultivated. However, most of this area is below sea level and as such requires a costly system of sea defences and drainage canals. The width of this strip varies from about 10 to 40 miles.

Guyana's climate is characterized by high rainfall and fairly equable temperatures with a narrow seasonal range. Rainfall varies from about 80 to 100 inches along the coast, falling mainly in two wet seasons, April to July and December to January. Temperatures may vary

^aThe name "Guyana" is used in referring to statements and documents after 1966. "British Guiana" is used to refer to statements and documents before 1966.



FIGURE 1

MAP OF GUYANA. INSET SHOWS RELATION TO NEIGHBOURING COUNTRIES

from 80° F in the shade to about 90° F in the open on the coastal belt. In the interior temperatures are higher owing to the density of the forest and the ineffectiveness of the North East Trade Winds which have a moderating effect on the coastland.

RICE IN THE ECONOMY OF GUYANA

Rice has been growing in Guyana since the eighteenth century, gaining in importance as an agricultural crop as the years have progressed. Rice is produced from paddy, which is rice in the husk after threshing. Rice is to paddy as flour is to wheat.

Rice appears to have been first introduced into the Colony from Carolina early in the eighteenth century, during the occupation by the Dutch. Another importation is recorded about 1782, during the French occupation, from the French colony of Louisiana. The possibilities of rice cultivation, especially as food for the slaves, were realised by Governor Gravesande (1738-1772),^b and by the end of the century were so well-known that runaway slaves or "bush negroes" commonly grew it in the neighbourhood of their hiding places. Bush expeditions consistently destroyed these cultivations, but in 1810 it is reported that such a large quantity was being cultivated at the back of Mahaicony as to warrant considering the appointment of a special expedition to destroy it. In 1813, when supplies from the United States were stopped, it was suggested that British Guiana should grow larger quantities of rice, but nothing seems to have arisen out of this recommendation.

The Hon. W. Russell records that in 1848 he came across rice being cultivated in Berbice by "Timini Africans". In 1853 it appears that some paddy was introduced from Georgia and grew very satisfactorily. In the same year, a company was formed in Georgetown for the cultivation of 150 acres of rice at Pln. Vive-la-Force on the Demerara River, but this venture did not prove successful. Several other attempts were made with cultivations of rice in different parts of the Colony, but many failed from want of knowledge and also from lack of water.

In 1865, encouragement was given to some coolies from the hill districts of India to cultivate rice on the West Coast, Demerara, and some 16 acres were grown with very satisfactory results. The

^bPeriod of governing.

industry expanded up to about 1870, but subsequently, the area under rice became reduced until, in 1872, only a small amount of cultivation was carried on in the Abary, Mahaicony and Canje River districts by East Indian proprietors. Encouragement was given to the industry in Essequibo in 1886, when over 20 acres of the Anna Regina sugar estate were leased to East Indians and Chinese labourers for the cultivation of rice. The success of this venture, which led to the establishment of rice in Essequibo, was almost entirely due to the irrigation and drainage facilities placed at the disposal of the farmers by the estate authorities.⁵

Today rice is grown on family farms owned mainly by East Indians. Two crops of rice are grown annually. The main or autumn crop of rice is planted between April and May. Reaping takes place between September and October. This crop provides about 90% of the total rice production of the country. The second or spring crop is planted between November and December and is reaped between March and April. In 1957 there were 137,000 acres of land under rice cultivation for the autumn crop. By 1966 the area had increased to 266,078 acres. Rice has become the second most important agricultural crop, the first being sugar. However, in terms of acreage, rice occupies twice as much land as sugar. Another product which occupies fairly large areas of land is coconut. Table I compares the acreage occupied by rice, sugar and coconut for the years 1953 to 1966. The pre-World War II acreage occupied by rice was about 70,000 acres. It is obvious from Table I that over the years more land has come under rice cultivation, and indications are that this trend will continue. The increase in the acreage occupied by sugar has only been slight. The amount of land under coconut cultivation has remained very steady. This comparison of acreages is expressed graphically in Figure 2.

Guyana has shifted from a domestic to an export producer of rice.

TABLE 1
COMPARISON OF ACREAGES OCCUPIED BY SUGAR, RICE,
AND COCONUT FOR THE YEARS 1953 TO 1966

Year	Sugar	Rice ⁺	Coconut
1953	79,238	134,700	32,400
1954	80,493	161,453	32,200
1955	80,594	171,900	32,000
1956	83,263	136,000	32,000
1957	89,034	152,500	32,000
1958	90,907	183,326	32,000
1959	92,569	195,776	27,238
1960	98,094	220,207	35,300
1961	107,840	261,349	35,300
1962	100,334	245,973	38,000
1963	97,930	230,000	38,900
1964	104,000	278,484	39,000
1965	not available	236,514*	not available
1966	not available	266,078*	not available

Source: Rice Producers Association Publication, "Our Rice Industry" (New Guiana Company, Lot 8, Ruimveldt, 1964), p. 5, except for *.

*Taken from Report of the Guyana Rice Marketing Board for the year 1966-67.

⁺Include acreages for spring and autumn crops.

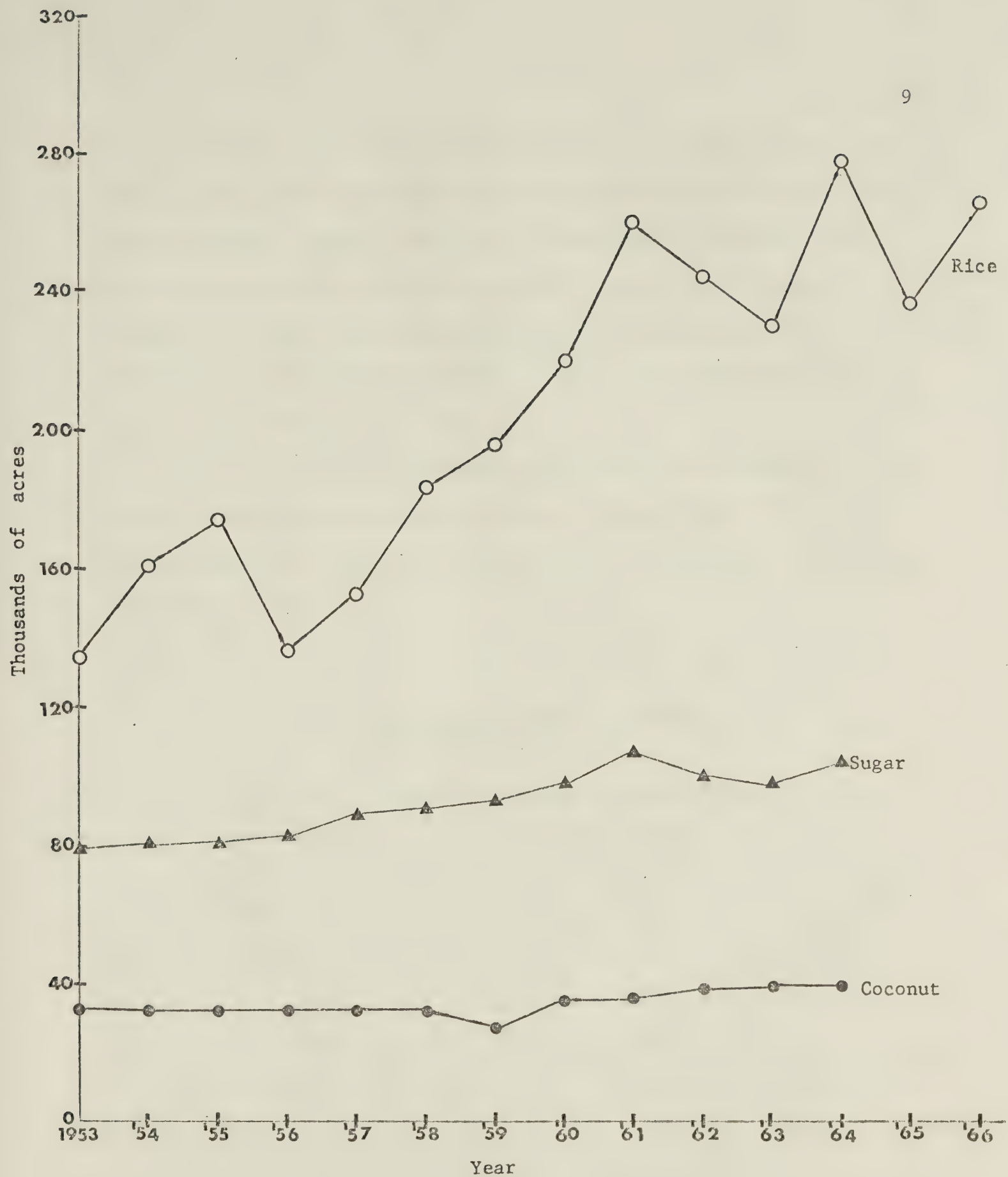


FIGURE 2

COMPARISON OF ACREAGES OCCUPIED BY RICE,
SUGAR, AND COCONUT FROM 1953-1966

Today, about 80 to 90% of rice sales is made on the export market. However, in terms of revenue this accounts for only 9 to 10% of the total value of exports. Bauxite and sugar combined account for about 83%. While the export value of rice is not very high the rice industry provides the largest source of employment although much of this is on a casual basis owing to its seasonality. Also, it is perhaps the most important food staple in the country.

Rice is cultivated by farmers whose individual holdings may vary from an acre to several hundreds of acres. Table 2 shows the size of rice acreage under cultivation by farm units. These figures are for the autumn crop of 1954.

TABLE 2
SIZE OF RICE ACREAGE UNDER CULTIVATION
BY FARM UNITS IN 1954

Size (acres)	Number of farm units
Under 2	6,424
2 - 3.9	7,546
4 - 7.9	8,535
8 - 15.9	3,578
16 - 31.9	626
32 and over	274
Total	26,983

Source: C. O. Loughlin, "The Rice Sector in the Economy of British Guiana," Social and Economic Studies, Vol. 7, 1958, p. 121.

The table indicates that about 83% of farm units were under 8 acres and about 13% between 8 to 16 acres. These figures emphasize the importance of rice farming to family units. In 1955 a survey carried out by the local Department of Agriculture showed that there were 22,156 families growing rice on an area of 139,500 acres.⁶ In 1966 it was estimated that there were 45,000 families growing rice on an area of 266,078 acres. It is thus evident that more families have turned to growing rice and this phenomenon has become significant in the economy of Guyana. In a policy statement in 1968 the Minister of Finance said that the rice industry provided a livelihood for more people, directly and indirectly, than any other industry in the country. He also indicated that almost 250,000 people earned employment in one way or another through the rice industry.⁷

GUYANA RICE MARKETING BOARD

In discussing the marketing of rice in Guyana it is essential to examine the Guyana Rice Marketing Board and its operations. The British Guiana Rice Marketing Board was organized in 1922 by the British Guiana Government, to encourage the production of rice and improve its distribution. In 1939, it was reorganized as a statutory body with representatives from producers, millers, distributors and Government. Following the end of World War II the Rice Marketing Board was set up under "Ordinance No. 5 of the Laws of British Guiana, 1946" as the only buying and selling organization for all the rice produced in the country. It became apparent that rice production was becoming important both as a food staple

and revenue earner and therefore its marketing gained importance in the economy of the country. Prior to 1939 the industry was void of proper control with respect to price and quality as it was centred on individual farmers, middlemen and traders.

Location of the British Guiana Rice Marketing Board

The offices of the British Guiana Rice Marketing Board are located along the eastern bank of the Demerara River, about two miles from the Atlantic Ocean. This location allows shipping vessels to dock alongside the warehouses when rice is being loaded for the export market. Close to this site are the railway yards and terminal, thus facilitating ready shipping and receiving of rice and paddy.

Authorization of the Rice Marketing Board

Following its reorganization by statute in 1946 the Rice Marketing Board became the sole organization responsible for the purchasing of all rice from millers and farmers and selling rice to domestic retail outlets and the export market. The Board bought rice by grades and at prices set from time to time by itself. All grading of rice was, and is still, carried out by the Board. It would appear that the main functions of the Board in its present operations are:

1. To purchase all milled rice from producers except that which is allowed to be kept by the producer.
2. To purchase and mill paddy.
3. To grade all rice produced.
4. To stabilize prices through governmental control of price paid to the producer and that charged to the consumer.

6. To assist farmers in improving the quality of rice for export.
7. To secure markets for the disposal of rice.⁸

Constitution of the Board of the Guyana Rice Marketing Board

Presently, the Board of the organization consists of 11 persons appointed by the Minister of Finance, under whose portfolio the Rice Marketing Board is administered. The 11 members are selected as follows:

1. Three rice producers nominated by the Rice Producers Association, an organization representing the interests of rice producers.
2. Two officers in the Public Service.
3. One person nominated by the Guyana Rice Development Company, an organization established to carry out large-scale mechanical cultivation on an experimental basis.
4. One person representing the interests of consumers of rice from the general public.
5. Four other persons appearing to the Minister to be qualified as having had experience in matters relating to production, manufacturing or marketing of rice, or in agriculture, industry or commerce generally.⁹

The Chairman and the Vice-Chairman of the Board are appointed by the Minister. Members are appointed for one year but are eligible for reappointment. Formerly, members were never paid for their services but were remunerated for travelling and subsistence expenses incurred whilst engaged in the Board's affairs. However, by an amendment of the Rice

Marketing Bill in May, 1965, provisions were made for a payment of monthly salaries in addition to travelling and subsistence allowances.

Powers of the Board

The Guyana Rice Marketing Board has been delegated with a considerable amount of power. These powers can be enumerated as follows:

1. Grades all rice produced in the country.
2. Establishes the minimum price at which paddy may be purchased.
3. Fixes the price at which the Board will purchase rice.
4. Sets the price at which rice will be sold (wholesale) for consumption in the country.
5. Determines the price for commercial contracts with other countries.
6. Determines what amount of rice can be retained by producers.
7. Prosecutes a person or persons infringing the Board's Ordinance, with respect to illegal removal of rice and/or paddy, falsifying accounts, etc.
8. Can enter any rice mill in the country to examine books, documents and records, to check stocks and to determine whether a miller has submitted a monthly return of his business transaction with the Board.
9. Investigates complaints and settles disputes between farmers and millers.
10. Can seize and detain any rice, paddy and bags hoarded in a mill by a manufacturer.

The export price of rice on a Government to Government basis is negotiated by the Minister under whose portfolio the Board is administered. The domestic retail price is also determined by the Minister.

Organization of the Board

Appendix I shows the staff structure of the Guyana Rice Marketing Board as of August 31, 1968. The chart summarizes the positions of some 307 persons employed by the Board and who are paid monthly. It does not include those persons who are labourers and/or casual workers.

The day to day activities of the Board are administered by an executive staff of three--General Manager, Assistant Manager, and Secretary--and their subordinates. The General Manager reports to the Board.

Influence of Politics on the Board

Since 1953 Guyana's political scene has been dominated by two political leaders, Dr. Cheddi Jagan of East Indian origin and Mr. Forbes Burnham of Negro origin. Both gentlemen were executive members of the same political party until 1955, when a split in the ranks occurred. The result of this split was that Mr. Burnham became the leader of the People's National Congress, a political party which receives its support mainly from Africans, while Dr. Jagan remained leader of the People's Progressive Party, which is supported by East Indians. Presently, Mr. Burnham is Prime Minister and Dr. Jagan is the Leader of the Opposition.

Rice can be considered as an agricultural crop that has been

grown primarily by East Indians despite the fact that in its early history it was grown by Negroes. To the East Indians in Guyana, growing rice has become a way of life and an inherited part of their culture. Dr. Jagan was Premier of British Guiana from 1957 to 1964. During these years rice cultivation was doubled. Also, the Rice Marketing Board was subject to numerous changes. In 1960, the Board's Ordinance was amended to give rice producers 11 places out of a total of 16. Formerly, producers had eight places and this amendment was regarded by Dr. Jagan as a step to "place control of the Board in the hands of rice producers."¹⁰ Control was thus passed over because under the old Ordinance, the Board consisted of eight producers and eight Government nominees. However, as the Board's Reports give conclusive evidence, members nominated to the Board were all supporters of the political party led by Dr. Jagan.

In 1961, Dr. Jagan's party won the general election under a new Constitution in which British Guiana became self-governing. During the years 1960 to 1964 the Government was able to sell a considerable amount of rice to Cuba. Dr. Jagan's policy was clear-cut. Guyana had traditional markets, a surplus amount of rice and there was a need to find new markets. Under the development programme of 1960 to 1964, most of the money allocated to the agricultural sector was earmarked for support of the rice industry. The Government was labelled a "rice Government" as most of the new land that was brought under agriculture was given to rice farmers. According to Peter Newman, "By accenting the short-run palliatives of rice farming, British Guiana is piling up for itself, in the by no means distant future, a host of grave social and political problems."¹¹ An attempt to destroy the Rice Marketing Board was made on June 24,

1963, when a large quantity of dynamite was found under a wharf alongside of the Board's warehouse. Fortunately, the fuse was discovered in time. This incident was one of many during the years 1962 to 1964 when British Guiana was plagued with numerous incidents of rioting, looting, strikes, arson and violence as a result of political opposition.

Following elections under a system of proportional representation in December, 1964, the Jagan Government was replaced by a coalition between Mr. Burnham and Mr. Peter D'Aguiar, leader of the United Force Party. Dr. Jagan was now the Leader of the Opposition. On May 24, 1965, the Governor gave assent to a Rice Marketing Bill which amended membership of the Board to 11 places, of which three places were to be held by rice producers. Control was thus taken out of the hands of producers. In that same year after commitments of the previous Government to supply rice to Cuba were honoured, the Burnham Coalition discontinued trade with Cuba resulting in the loss of a valuable market. No reasons or statement were given for this action, but that pressure brought to bear by the United States Government cannot be dismissed.

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CHAPTER III

DOMESTIC HANDLING OF RICE

Paddy Distribution and Pricing

Although the purchasing of paddy is not a primary function of the Board, it has been its policy to purchase paddy wherever necessary, as a means of assisting farmers in areas where prices offered by millers are too low, where milling conditions are unsatisfactory and where milling fees charged are too high. Another advantage to farmers is that storage facilities are generally much better at the Board's warehouses (although there is need for greater improvement in these facilities). This inadequacy is a result of poorly constructed shelters which are not totally enclosed. Much grain is subject to attack by animals, insects and moisture.

There are several options open to farmers following the harvest of paddy. These are:

1. Mill the paddy themselves if they have equipment.
2. Have the paddy milled by a miller and pay a fee for milling.
3. Sell the paddy to millers.
4. Sell the paddy to the Rice Marketing Board.

There are no fixed purchase prices for paddy except for the minimum price established by the Board stipulating delivery at a rice factory or a point mutually agreed upon. The price received by the seller depends on the quality and condition of the paddy. The purchaser may take out a reasonable transportation fee from the selling price if he has provided the transportation.

Between the years 1953 to 1967 the minimum purchase price set by the Board per bag of 140 pounds of paddy varied five times. From 1953 to 1954 the minimum price was set at \$6.30 per bag.* In October, 1955, the price was dropped to \$6.00 per bag and remained fixed until September, 1957, when it was raised to \$6.80 per bag. The explanation offered for the drop in price was that the Board was looking at grades more carefully and that the previous price structure was artificial. The 1957 price was maintained until 1962, when it was raised to \$7.30. Following the granting of Independence in 1966, the price was lowered to \$6.30 per bag and remained there during 1967. This decrease in price was not explained in the Board's Report for 1966-67.

Paddy is bought in quantities of 140 pounds and when converted into rice is packed in quantities of 180 pounds, except in instances of packaged rice. This change in weight is due to the fact that paddy has more bulk than rice and the same size of bags is used for packing.

Milling of Paddy into Rice

When paddy is converted to rice it comes under the control of the Rice Marketing Board, the only exception being authorized quantities retained by producers for domestic use. The Board purchases rice according to grades. The grade of rice produced, besides technical factors, is dependent upon the type of mill used in the milling process. In Guyana there are two types of mills--single-stage mills and multi-stage mills. There are about 150 single-stage mills and about 60 multi-stage mills in operation. A single-stage mill consists of a huller and polisher. It

*All currency used in this study refer to West Indian dollars.

produces parboiled rice but the by-products of milling are wasted. A multi-stage mill consists of a paddy cleaner, huller, separator, whitening cones, polisher and paddy grader. During its use all by-products can be collected. It produces mainly white rice. Appendix II gives a description of the various purchase grades and local sales grades as of 1st October, 1967.

Purchases of Rice by the Marketing Board

During the years 1953 to 1967 the Board purchased 22 grades of rice from producers. The prices paid for the four most commonly produced grades are presented graphically in Figure 3. It can be noticed in Figure 3 that the prices of Extra No. 1, Super, No. 1 and No. 2 grades of rice have been fluctuating in a step-like manner, indicating periods of short and long stabilities until 1967 when they were lowered. However, it is interesting to note that in 1966-67 the prices of Extra No. 1 and No. 1 grades were lowered to levels below the prices which prevailed in 1958-59. Super grade was lowered to a level which was above the price set during the period 1957 to 1962, and No. 2 grade was lowered to a level below the price offered in 1955 to 1957. Thus there appears to be no set method for reducing prices. In contrast to this technique in pricing, the increase in prices for Super, Extra No. 1 and No. 1 grades was the same amount in 1962-63. No. 2 grade was not significantly increased in the same period. Increases in 1957 for Super, Extra No. 1 and No. 1 grades were not identical but close, and for No. 2 it was not very much less than the others. Appendix IV sets out the purchase prices of all grades bought during the period 1953 to 1967. Figure 4 expresses

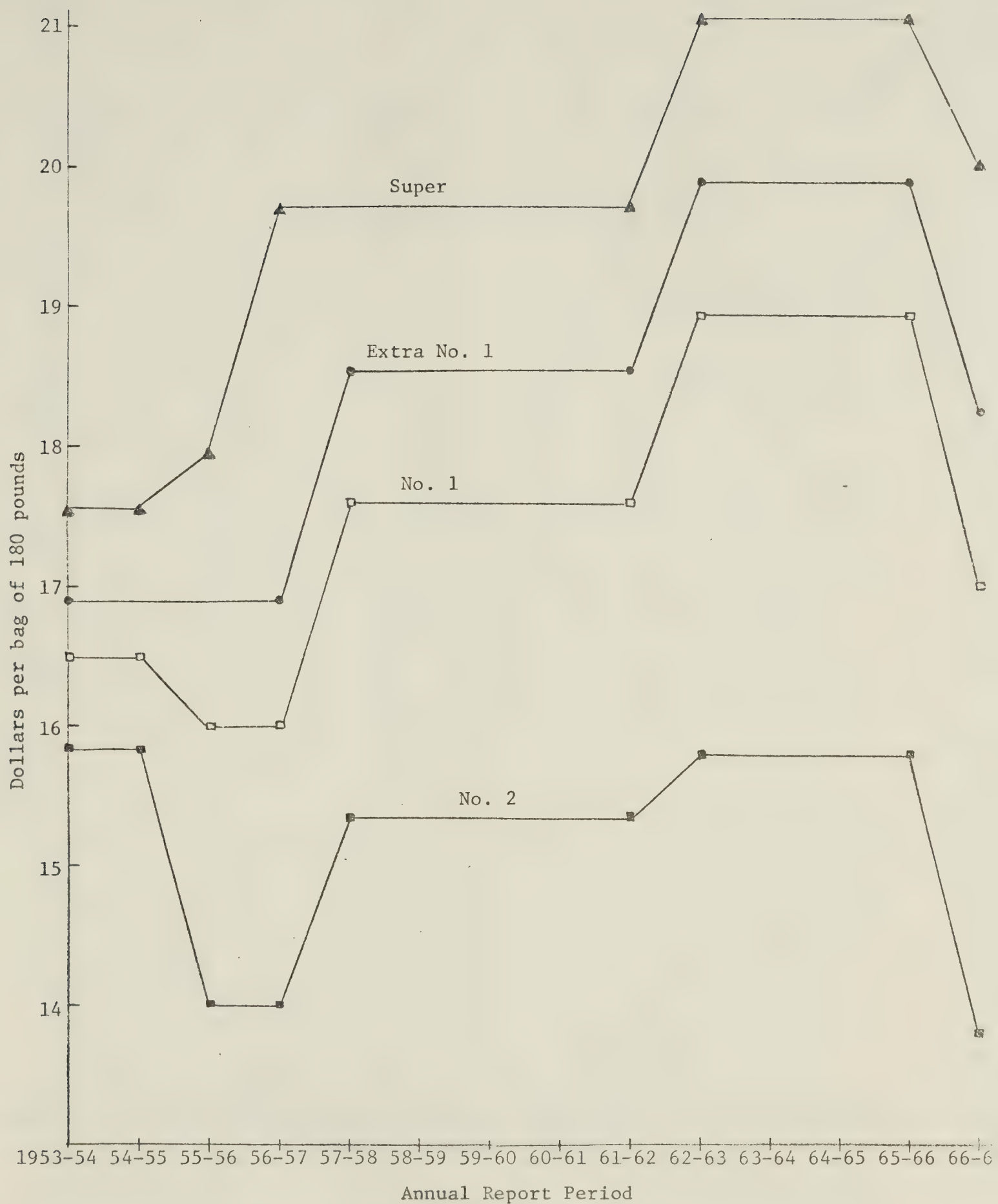


FIGURE 3

PURCHASE PRICES OF FOUR GRADES OF RICE (1953-1967)

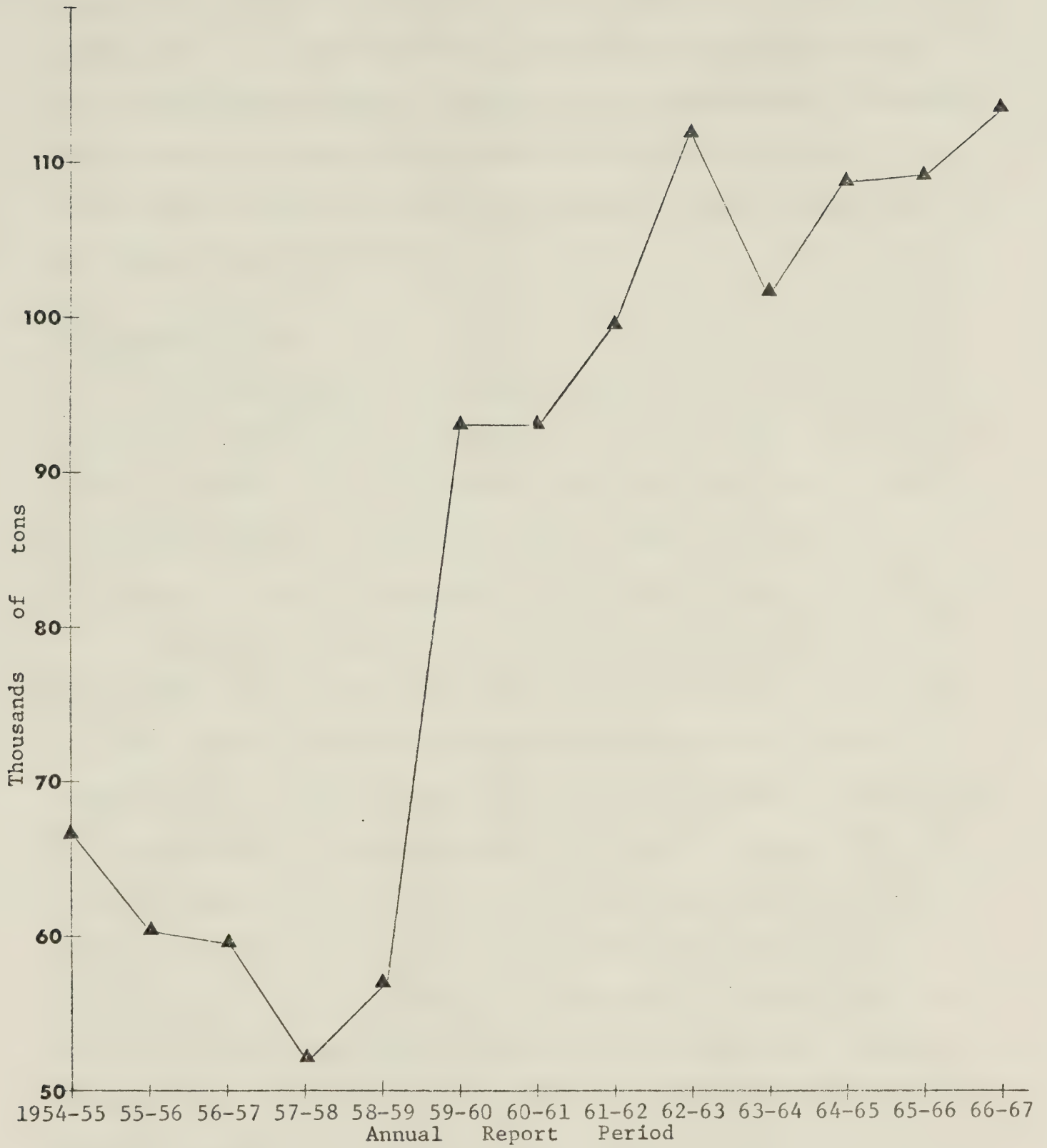


FIGURE 4

PURCHASES OF RICE (THOUSANDS OF TONS) MADE
BY THE BOARD FROM 1954-1967

graphically quantities of all the combined grades of rice bought between 1954 to 1967. It can be seen that, except for a short period between 1954 and 1957 when there was a decrease in the amounts bought, there has been a general increase in the amounts of rice purchased by the Board. This increase is in keeping with the expansion of the industry through increased cultivation of rice.

Local Sales of Rice

The Rice Marketing Board after blending sells different grades of rice locally. This blending of grades is necessary because the Board is unable to purchase rice of a standard quality and grade owing to the multitudinous mills throughout the country. Thus, all rice is sent to the central warehouse in Georgetown for blending into specific grades.

The Board's policy is to sell rice to retailers in quantities of bags of 180 pounds, a minimum of three cartons of "Pearl Brand" packaged rice each carton weighing 60 pounds, and a minimum of four cartons of "Indian Maid" packaged rice each carton weighing 50 pounds. "Pearl Brand" and "Indian Maid" are the brand names of the Board's packaged rice. It is interesting to note why "Pearl Brand" and "Indian Maid" brands of packaged rice are sold this way. Prior to 1957 there was no sale of packaged rice to local retailers as the Board did not think at the time that this method of distribution would have been successful. In 1956, the Board made application to the Government to have the Rice Marketing Ordinance amended so that it could sell packaged rice locally. An amendment was necessary because under the Ordinance the minimum amount of rice that could be sold was 180 pounds. Instead of amending the Ordinance the

Government authorized the Board to sell packaged rice provided that a minimum of 180 pounds of each brand was ordered by the retailer.

Appendix V shows the quantities and grades of rice sold locally for annual report periods between 1954 and 1967. From the data presented it can be seen that Brown A and 1st Quality, and Brown B and 2nd Quality are the most popular grades. However, it is interesting to note that the sales of packaged Super or Parboiled rice have been increasing since its introduction to the market in 1957. Generally, domestic sales of all grades with the exception of packaged rice have fluctuated, but from 1961 onwards there has been a gradual decrease. This reduction is certainly not due to a decrease in production as purchases by the Board were increasing. Two explanations are offered: the first is that due to the lack of promotional activities the sale of rice locally has not been stimulated and the second, based on speculation, that private marketing was being pursued.

In Guyana rice is sold to the consumer by the pint(s) or gallon(s) except "Pearl Brand" and "Indian Maid" which are packaged in two-pound quantities. In some retail outlets the rice is parcelled off in selected quantities, but it is customary for the consumer to take along domestic containers when purchasing rice. It is not unusual for retailers to purchase several grades of rice and engage in the practice of mixing lower grades with high quality grades and then selling the mixed rice at top price. This practice is difficult to curb or trace as there are no personnel of the Board assigned to checking and policing such activities. This is a very serious shortcoming in the domestic marketing of rice and a proposal for a more efficient method of distribution is suggested else-

where. The domestic prices for all grades of rice have fluctuated during the years 1953 to 1957 but from 1962 to 1967 they have remained constant. Figure 5 presents graphically the selling prices of three of the most popular grades. Except for a short period when there was a decrease in prices all the curves exhibit a similar shape with the exception of Brown B, which has maintained the same sale price since 1957. The domestic retail prices for all grades are set out in Appendix VI.

Retention of Paddy and Rice by Farmers

Farmers are allowed to keep one bag of 180 pounds of rice per month for their own use. There is no restriction on the amount of paddy to be kept but the usual practice is to retain the amount needed for planting of a new crop and for stock feed. The quantity of rice and paddy retained by farmers for the period 1954 to 1967 is shown in Table 3 and expressed graphically in Figure 6. The average quantity of rice retained from 1954 to 1964 was about 10,000 tons per annum. However, in 1964 following the introduction of the Burnham Coalition the quantities retained were greatly increased. This increase reflects the attitude of farmers to the new Government and lends support to the speculation that rice was being sold privately. There is no justification based on increased family size as the population increase was not significant to have a retained increase of over twice the average held, and in one instance over three times the average. It is pertinent to note that the quantities of paddy retained were normal, in keeping with the increased land under rice cultivation.

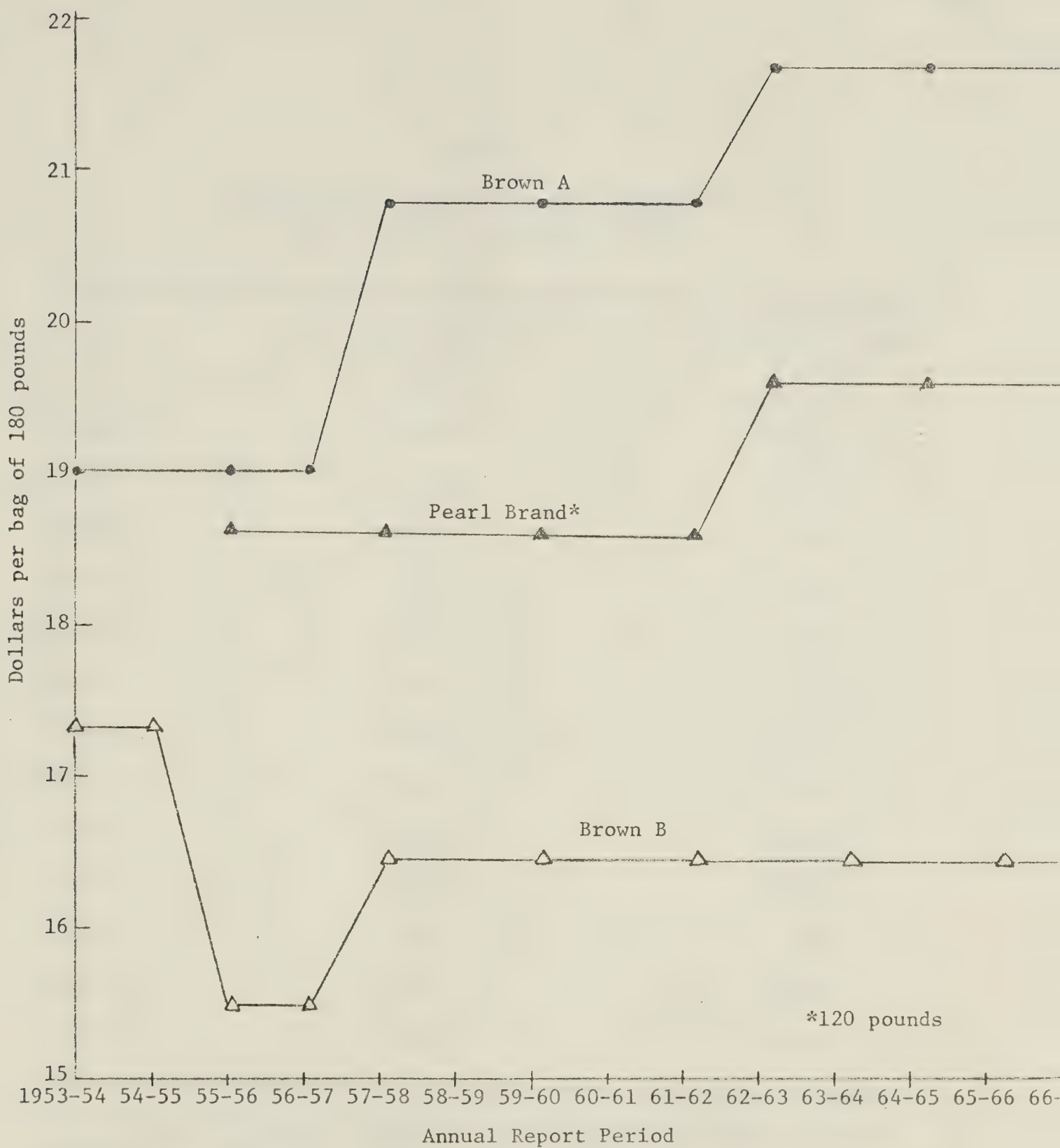


FIGURE 5

LOCAL SALE PRICES OF THREE GRADES OF RICE (1953-1967)

TABLE 3
QUANTITIES OF RICE AND PADDY RETAINED BY
PRODUCERS (1954 TO 1967), IN TONS

Year	Quantity of rice in tons	Quantity of paddy in tons
1954-55	18,364	18,766
1955-56	10,596	14,930
1956-57	10,906	14,069
1957-58	9,500	14,000
1958-59	10,419	20,000
1959-60	10,951	23,333
1960-61	10,799	23,333
1961-62	10,353	23,333
1962-63	11,685	23,333
1963-64	10,619	23,333
1964-65	24,919	25,000
1965-66	27,597	26,430
1966-67	36,155	26,430

Source: Compiled from data taken from Annual Reports of the Board for the years 1954 to 1967.



FIGURE 6

QUANTITY OF RICE AND PADDY RETAINED BY PRODUCERS (1954-1967)

CHAPTER IV

RICE EXPORTS

Guyana's rice industry has developed into an export industry. Since 1962, about 80 to 90% of the Rice Marketing Board's sales were due to the purchases of other countries. Guyana has been fortunate in having a steady market for its rice within the Caribbean territories. These territories have always been the traditional markets and will continue to be so since a Free Trade Agreement between Jamaica, Trinidad and Tobago, Barbados, Antigua, Guyana and other British West Indian territories was signed in 1968. It is unfortunate that other countries in the Caribbean which are not within the British Commonwealth were not invited to participate, as this would have provided a wider and stronger trading group. However, this comment is made in passing as the reasons for only the above territories being grouped go beyond this study. Rice purchases by Cuba made a significant contribution to the Rice Marketing Board's sales during the period from 1960 to early 1965, when trade was discontinued due to the advent of a new Guyanese Government which did not wish to trade with it.

Faced with an ever increasing amount of stocks of rice the Board sought the assistance of the Connell Rice and Sugar Company, Inc. of Westfield, New Jersey, U.S.A., a world marketing organization. This company was able to find new markets for Guyana's rice. Up to the time of writing the company was still contracted by the Board. Table 4 shows the quantities of rice exported between the years 1954 to 1967. Except for the annual report period of 1957-58 when, because of a poor crop year, export

TABLE 4
EXPORT SALES OF RICE (IN TONS) FROM 1954 TO 1967

Year	Quantity	% of total sales
1954-55	48,494	72.7
1955-56	41,990	68.0
1956-57	40,309	67.6
1957-58	21,873	52.1
1958-59	49,769	71.0
1959-60	62,713	76.2
1960-61	72,343	78.7
1961-62	88,537	80.5
1962-63	78,090	81.2
1963-64	84,787	85.0
1964-65	101,424	90.2
1965-66	91,266	87.0
1966-67	103,329	90.0

Source: Compiled from data taken from Annual Reports of the Board for the years 1954 to 1967.

sales accounted for 52.1% of total sales, export sales by the Board have ranged from 67 to 90% with the years after 1960 showing the most significant increase.

Export Prices of Rice

The selling of rice to the British Caribbean territories has always been on a contractual basis negotiated at Government to Government levels. The only exception is packaged rice which is sold on a non-contractual basis. Perusal of the Reports of the Board does not disclose the meaning of "contractual" and "non-contractual" but the author's interpretation is that "contractual" refers to all bulk rice, i.e. bags of 180 pounds, sold at prices agreed upon by Government representatives at the Ministerial level, and "non-contractual" refers to packaged and bulk rice whose price is set, and is subject to alteration, by the Board. This interpretation is based on the data presented in Appendix III. However, there are contractual agreements within the non-contractual framework, as is the case of commercial firms in Jamaica which have contracted with the Board to have rice packaged using the firms' brand names. The price of rice is dependent upon (a) world trends in comparable quantities at the time, (b) the domestic retail price, and (c) the cost of production.

The prices at which the Connell Company was authorized to sell were not disclosed in any of the Board's Reports. Efforts to obtain this information through a personal communication with the Assistant Manager of the Board were fruitless as it was deemed that the prices were confidential. The only information released was that the Connell Company was being paid a commission of 1%.

Prices paid by Caribbean territories for five grades of rice are

shown in Table 5. In 1956, there was a drop in the price from the previous year of Super, 1st Quality and 2nd Quality grades. No explanations were given in the Board's Report for that year as to why there was a reduction, but the Conference which was held in Trinidad to determine the prices for that year was reported as one in which the British Guiana delegation was faced with a strong demand for price reductions. During the period 1957 to 1967 there were three price increases for the various grades. Figures 7 and 8 present graphically the export sale prices of five grades of rice sold to Caribbean territories. In Figure 7 two stable periods, 1957 to 1962 and 1962 to 1965, are noticed in the curve for Super grade rice, with a sharp increase in price of \$3.60 per bag taking place between the periods 1961-62 and 1962-63. In 1966-67 the price of this grade of rice was increased by \$1.07 per bag. The curve for Pearl Brand rice shows a constant annual price for the period 1955-56 to 1961-62 before an increase of \$1.00 per 120 pounds was made in 1962-63. This increased price remained stable for the period 1962-63 to 1965-66. During 1966-67 the price was increased by \$2.72 per 120 pounds. In Figure 8, the curve for Indian Maid rice shows a similar pattern to that of Pearl Brand as shown in Figure 7. The increases offered for this grade were \$2.30 and \$0.60 per 100 pounds for the periods 1962-63 and 1966-67 respectively. The curves in Figure 8 for 1st Quality and 2nd Quality grades of rice exhibit, except for that portion of the curve for the period 1966-67 when there was no increase in price for 2nd Quality grade rice, a similar pattern to that of Super grade rice in Figure 7. Increases for the period 1962-63 were \$1.80 per bag for each grade.

TABLE 5

PRICES PAID BY CARIBBEAN TERRITORIES FOR VARIOUS GRADES
OF RICE PER BAG OF 180 LB. (1954 TO 1967)

Grade	1954-56	1956-57	1957-62	1962-66	1966-67
Super	\$19.65	\$19.50	\$21.30	\$24.90	\$25.97
1st Quality	18.75	17.85	19.20	21.00	21.90
2nd Quality	17.85	16.05	16.95	18.75	18.75
Pearl Brand*	20.00	20.00	20.00	21.00	23.72
Indian Maid ⁺	15.46	15.46	15.46	17.96	18.56
Others	10.00	10.00	10.00	11.50	11.86

Source: Compiled from data taken from Annual Reports of the Board for the years 1954 to 1967.

*Quantities of 120 lb.

⁺Quantities of 100 lb.

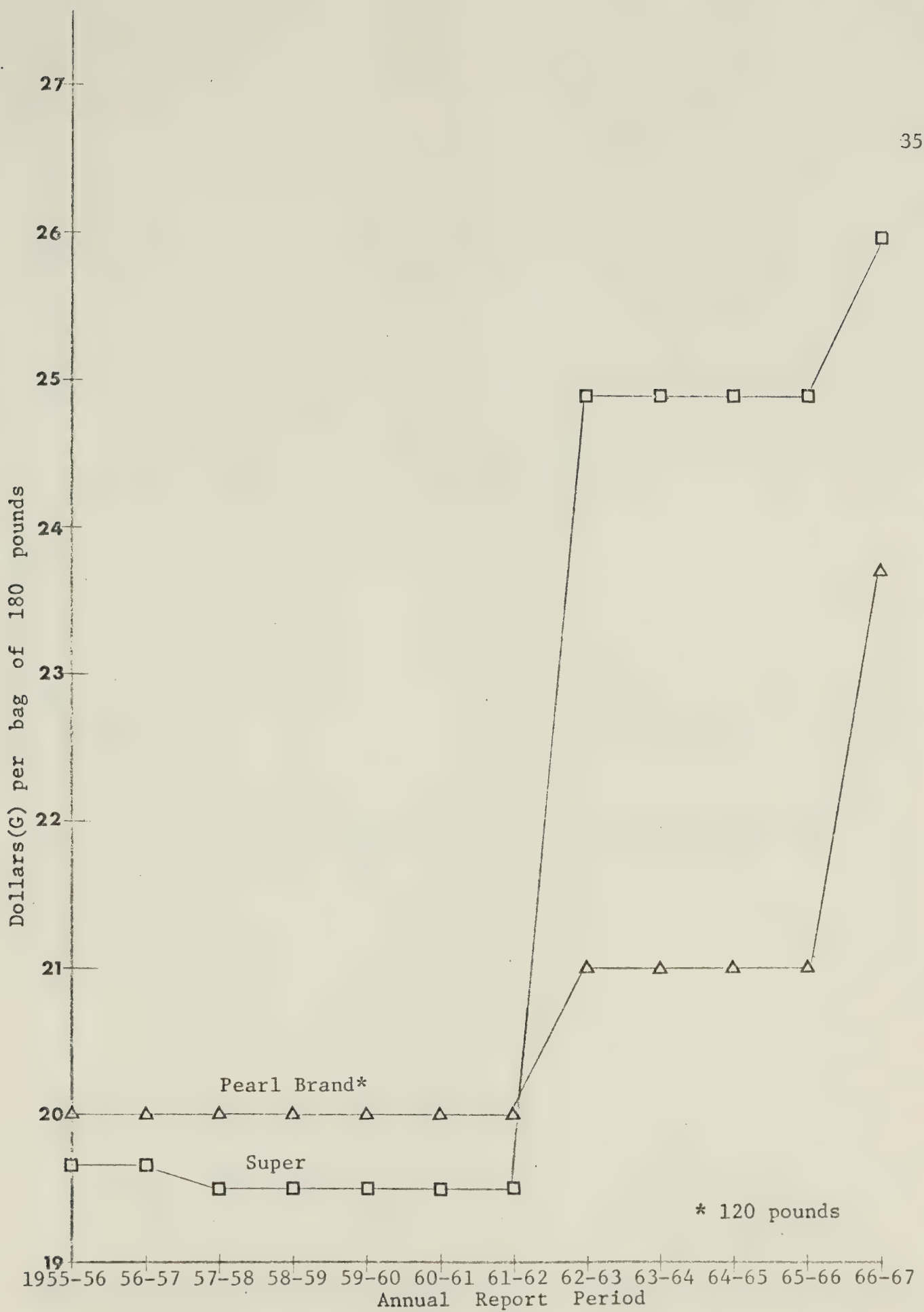


FIGURE 7

EXPORT SALE PRICES FOR TWO GRADES OF RICE (1955-1967)

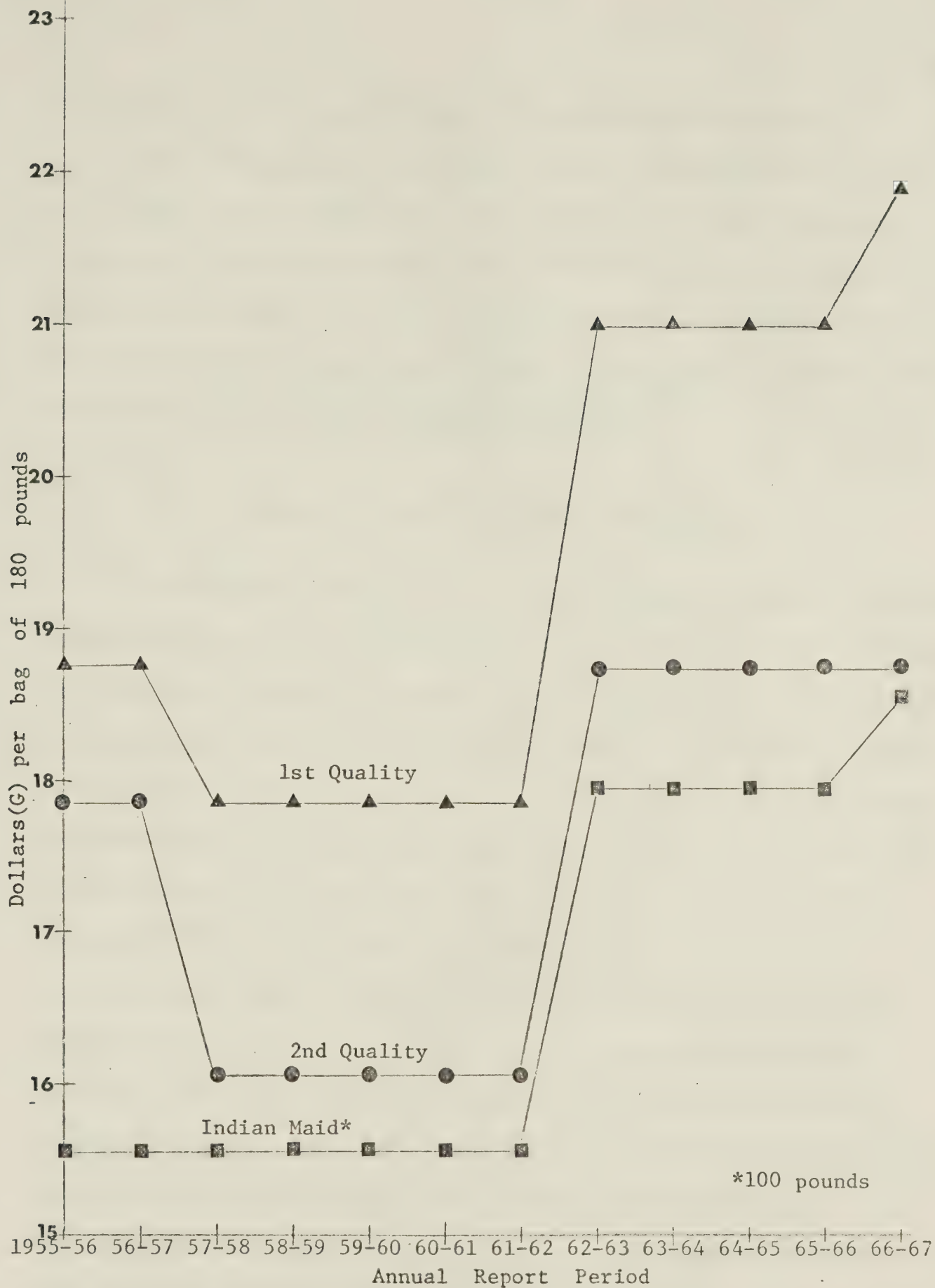


FIGURE 8

EXPORT SALE PRICES FOR THREE GRADES OF RICE (1955-1967)

The increase for 1st Quality grade in 1966-67 was \$0.90 per bag.

The selling price of rice sold to Cuba was negotiated at Government levels and was higher than those contracted by other Caribbean purchasers. Table 6 shows the prices paid by Cuba for seven grades of rice. In comparison to the prices paid by Caribbean territories, it can be noticed that the prices paid by Cuba for Super and 1st Quality grades were \$0.10 and \$1.49 per bag higher respectively.

IMPORTS OF RICE BY CARIBBEAN TERRITORIES

As indicated previously, the British Caribbean Islands of Trinidad, Jamaica, Barbados, the Windward Islands and the Leeward Islands have been the traditional markets for Guyana's rice. Their imports are presented graphically for comparative analysis in Figure 9. The Leeward Islands were excluded as their imports were too small to be placed on the graph. Included in the graph is a curve showing the imports of Cuba during the period in which she traded with Guyana. The curves presented were compiled from the data given in Appendices VII to XII.

Although Jamaica has a greater population than Trinidad, her imports of rice averaged less than half the quantities imported by Trinidad. This situation can be explained by looking at the ethnic composition of both countries. Trinidad has a larger population of East Indians in contrast to Jamaica where Negroes form the majority. It is an established fact that East Indians have a preference for rice as opposed to other staples. The territories of Barbados, the Windward and Leeward Islands also have large populations of Negroes.

TABLE 6
PRICES PAID BY CUBA FOR VARIOUS GRADES OF RICE
PER BAG OF 180 LB. (1963-64)

Grade	Price
Super	\$25.00
White B	23.91
No. 1	22.49
No. 2	20.50
No. 3	19.32
1st Quality	22.49
White D	19.65

Source: Data taken from Annual Report of the Board
for the year 1963-64.

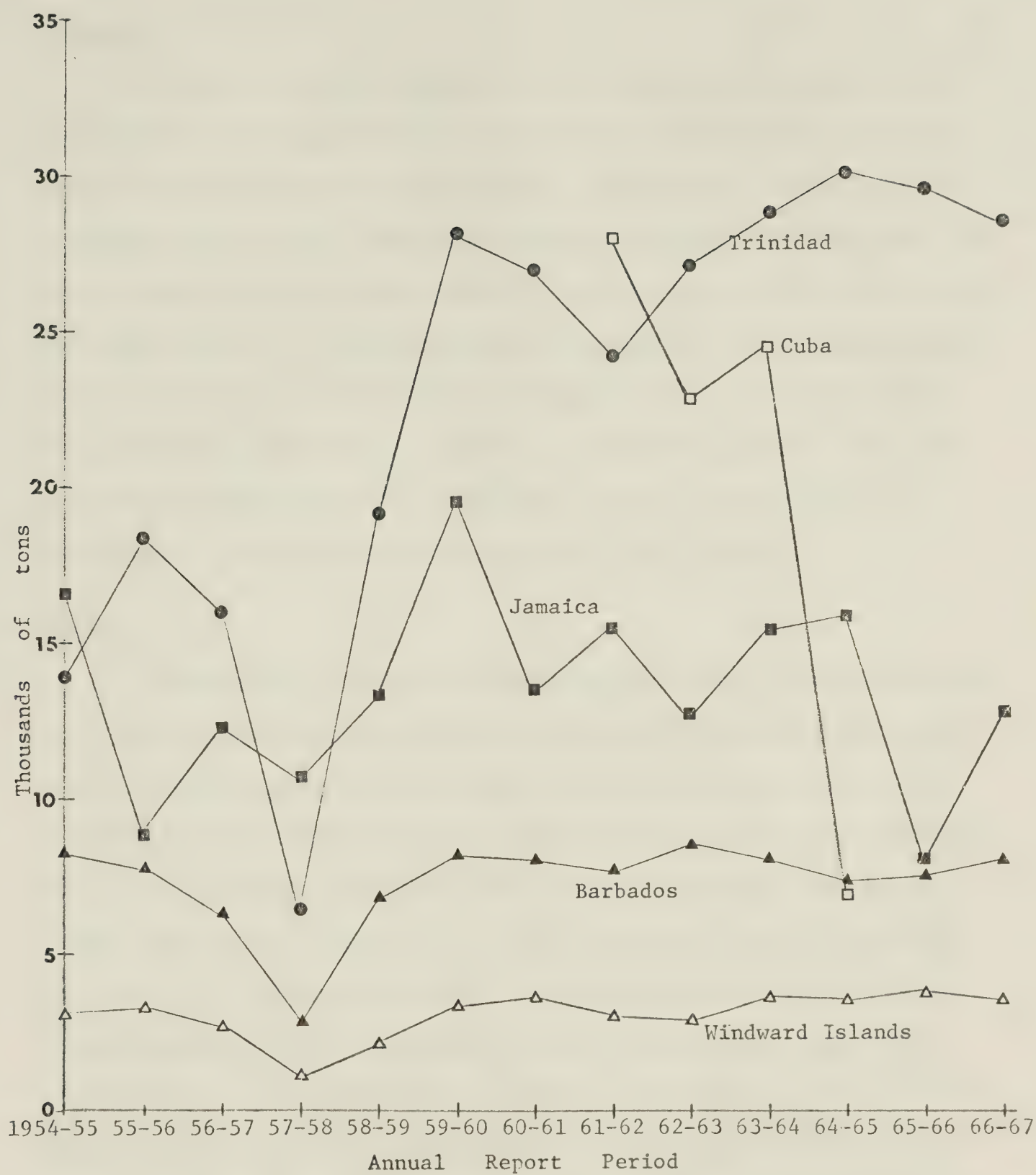


FIGURE 9

PURCHASES OF RICE (THOUSANDS OF TONS) MADE BY JAMAICA, TRINIDAD, BARBADOS, WINDWARD ISLANDS AND CUBA FROM 1954-1967

Trinidad

Trinidad's imports of rice from Guyana during the period 1954 to 1967 are shown in Appendix VII. From the data presented, it can be seen that 1st Quality grade rice was the most popular grade. Imports of Packaged Parboiled rice have been increasing gradually over the years and would suggest that the market potential for this type of rice is promising. The discontinuance of importing Super grade rice from 1960 onwards, except for a small quantity in 1962-63, would suggest that Packaged Parboiled and 1st Quality grades were preferred as quantities imported after 1960 were appreciably increased. In 1957-58, imports of 1st Quality were considerably reduced because of a poor crop year in Guyana.

Jamaica

Jamaica's import patterns are similar to those of Trinidad in that 1st Quality and Packaged Parboiled account for a large percentage of the purchases made. Appendix VIII shows the grades and quantities imported during the period 1954 to 1967. In 1965, seven commercial firms contracted with the Guyana Rice Marketing Board to have rice packaged bearing the firms' brand names. Appendix XIII shows the various brands of packaged rice imported by commercial firms. The rice is packaged in lots of one and two pounds. Imports of packaged rice by Jamaica have always been high except for the period 1962 to 1966 when the average was about 12,000 tons, which was below the normal average of 27,000 tons for the periods 1954 to 1962 and 1966-67. Imports of 1st Quality grade for the period 1957-58 were below average because Guyana was not able to supply the Island's requirements.

Barbados

Barbados' requirements of rice from Guyana have been very constant throughout the period 1954 to 1967. Appendix IX shows the grades and quantities imported. The only exception was the year 1957-58 when only 2,891 tons of rice were supplied in contrast to an annual average of about 8,000. As with Trinidad and Jamaica, Packaged Parboiled and 1st Quality grades have been popular throughout the study period. Super grade rice appears to have had some popularity but importation was discontinued from 1962 onwards. However, sales of Packaged Parboiled and 1st Quality increased appreciably following the discontinuance. This situation is similar to that of Trinidad.

Windward Islands

The Windward Islands comprising the islands of Dominica, Grenada, St. Lucia and St. Vincent have imported a fairly constant quantity of rice during the period 1954 to 1967. Appendix X shows the grades and quantities imported by the Windward Islands. The only period which differed significantly was 1957-58 when Guyana was able to supply only 1,100 tons of rice. Four grades were imported normally and these are Packaged Parboiled, Super, 1st Quality and 2nd Quality. 2nd Quality grade was very popular from 1954 to 1961, at which time it was discontinued in preference for 1st Quality which now has the greatest market share.

Leeward Islands

The Leeward Islands comprising the islands of Antigua, St. Kitts and Montserrat show a similar pattern to the Windward Islands in their

requirements of rice. However, the quantities imported by the Leeward Islands are less. Appendix XI shows the grades and quantities of rice imported by the group. It can be seen that 1st Quality grade rice has gained preference over 2nd Quality grade which has not been imported since 1963.

Cuba

Cuba first imported rice from Guyana during the period 1960-61, continuing until early 1965 when the new Guyanese Government formed in December, 1964, did not wish to trade with it. However, during this short period Cuba imported significant quantities of rice. Appendix XII shows the grades and quantities imported. Of the six grades imported only Super and White B grades were purchased continuously. This would suggest that these grades were acceptable at all times. However, except for the final period of 1964-65, Cuba's imports formed a substantial part of the Board's total sales.

Other Importing Caribbean Territories

Prior to the annual report period 1960-61 all rice sold by the Rice Marketing Board was purchased by the forementioned territories with the exception of Cuba. However, the islands of Anguilla, Curacao, Martinique, Guadeloupe, St. Barthelemy, Bermuda, the Bahamas and Puerto Rico imported some quantities of rice between the period 1960-61 to 1966-67. The quantities imported by all of these territories with the exception of Martinique and Guadeloupe were sporadic and did not exceed 570 tons during the entire period. Martinique imported 5,145 tons of

rice between 1960 to 1967 and Guadeloupe imported 11,898 tons of rice during the period 1964 to 1967. However, these two territories are becoming important as their purchases have been increasing.

IMPORTS OF RICE BY TERRITORIES OUTSIDE OF THE CARIBBEAN

In 1959 the Rice Marketing Board was able to sell 20 tons of White B grade rice to French Guiana. In that same year, 4 tons of 1st Quality grade rice was sold to Chile. However, these two sales were the only ones ever made to those territories. In the period 1960-61 the Marketing Board expanded its markets to include Holland, the United Kingdom, West Germany, Belgium and Surinam. In 1961-62, Venezuela and Czechoslovakia were added to the list of new territories purchasing rice from the Board. However, only Holland of the five territories added to the 1960-61 list imported any rice from Guyana. Venezuela and Czechoslovakia did not buy any more rice after this one occasion. No new markets were added until 1963-64 when Canada bought 3 tons of Packaged Parboiled rice. Appendix XIV shows the quantities of rice imported by territories outside of the Caribbean. The year 1964-65 showed the addition of the following countries: France, Madeira, Nigeria, the Ivory Coast, Portuguese Guinea and some other countries in West Africa which were not named specifically. In the Board's Report for that year special mention is made of the Connell Company as being responsible for all the new markets with the exception of France and Madeira. In 1965-66 the Connell Company was able to add Liberia and India to the list of

importing territories. In 1966-67 the Connell organization was able to add Singapore and Hong Kong to the Board's export list.

It is evident that through the Connell Company the Marketing Board was able to sell some of its rice to new markets. However, it is difficult to assess the pattern of sales. In 1964-65 the importing territories of Portuguese Guinea, Nigeria, the Ivory Coast, and those unspecified countries in West Africa bought substantial amounts of rice. In 1965-66 Liberia, India and the Ivory Coast bought large quantities of rice, but no sales were made to Portuguese Guinea, the territories in West Africa, and Nigeria. In 1966-67 Singapore, Hong Kong, the territories in West Africa and Liberia purchased significant quantities of rice but no sales were made to Portuguese Guinea, India, Nigeria and the Ivory Coast. Perhaps the Connell Company could not sell Guyana's rice to the new markets because of factors such as price, quality, availability of rice, time of delivery, etc., or perhaps it sought to find new markets annually in order to retain the contract. The above fluctuating pattern of sales leaves much to conjecture.

CHAPTER V

DISCUSSION

Upon reviewing the marketing operations of the Guyana Rice Marketing Board it has become evident that the rice industry has assumed a dominant position in the economic structure of Guyana. The Board carries a heavy economic responsibility as thousands of people are dependent upon it, directly and indirectly, for a livelihood. It is the sole agent for the purchase of rice, the sale of rice for domestic purposes, and the export of rice from Guyana. In fact, so much authority and power have been lodged with the Board that it can be considered as the hub of the rice industry. Within the period of study presented herein it has been shown that much of the Board's sales are dependent upon the purchases of importing countries. It is thus clear that in order to face any world competition in an effort to expand the industry it must realign itself with modern trends and increase its efficiency.

CRITICISMS AND SUGGESTIONS FOR IMPROVEMENT

Political Influence on the Board

The Board is the controlling body of the Rice Marketing Board and by implication controls the rice industry. Today, and in times past, the Board has been subject to political manoeuvrings and favouritism and this has had damaging effects on the rice industry. As provided by law, efforts have been made to have members selected from producers, businessmen, government officers and consumer representatives. This, theoretically,

would suggest a very strong group if the personnel of the Board were members who through their skills and talents could make a contribution towards the development and advancement of the industry.

The Jagan administration during its governing years filled the Board with members belonging to the People's Progressive Party. There is nothing wrong with belonging to a political party but those members who were chosen did not contribute to the development of the industry. This is reflected in the Board's operations. The Burnham Coalition behaved differently by reducing the membership of the Board and giving producers only three places out of 11. Members of this new Board did not do much to change the organization and thus the Board's operations remained virtually unchanged.

Thus, although the intention behind having a Board was to select members of the community who would be able to make worthy contributions, in actual practice favouritism and party affiliation, not talent and skill, have been the criteria for selecting members. If the Board is to manage then it is obvious that there will be need for managerial talent. Baker has noted that, "The perfect board will not be found in form but rather in substance, that is, in the adaptation of the personnel and organization of a board to the specific problems of its social, political and business environment."¹ Thus, in Guyana a different approach should be taken. Efforts should be made to seek the assistance of members from the community who have shown proven ability through education, managerial skills and experience.

Table 7 shows the excess (loss) of income over expenditure of the Board for the period 1954 to 1967. This table is presented graphically in

TABLE 7
EXCESS OF INCOME OVER EXPENDITURE OF THE GUYANA
RICE MARKETING BOARD (1954 TO 1967)

Year	Profit or Loss
1954-55	(\$408,028)
1955-56	247,793
1956-57	170,700
1957-58	(198,429)
1958-59	(394,189)
1959-60	(125,826)
1960-61	(66,720)
1961-62	839,754
1962-63	613,053
1963-64	98,906
1964-65	(4,308,877)
1965-66	(2,875,640)
1966-67	557,576

Source: Compiled from data taken from Annual Reports of the Board for the years 1954 to 1967.

Figure 10. Throughout this period the Board has experienced periods of profit and loss with its worst years occurring in the years 1964-65 and 1965-66 under the Burnham Coalition. In these two years losses of the Board were \$4,308,872 and \$2,875,640 and can be attributed to the deliberate boycott of the Cuban market and the piling up of surplus stocks of rice despite the efforts of the Connell Company. The losses have never been explained and apart from being mentioned in the Board's Reports as part of the accounting report no reasons were given. It is interesting to note that there was no increase in prices to importers, domestic consumers and farmers during the period 1962 to 1966. However, in the period 1966-67, during which time Guyana became independent, the Government lowered the purchase prices to farmers, maintained domestic prices and managed to get price increases from the importing Caribbean territories. The decreases to farmers have never been explained but their effects are reflected in the profit of \$557,576 shown in the Board's Report for the period 1966-67.

A hypothetical discussion can throw some light on what would have happened if the Board did not decrease prices to farmers. In the previous year 1965-66, the cost of rice sold was \$25,143,064. In that same period the Board bought 109,127 tons of rice. Using the assumption that all the rice bought was sold (actually 104,919 tons were sold²) then the average purchase price would have been approximately \$221.00 per ton. Using this average price to determine what it would have cost the Board if prices were unchanged in 1966-67, it is found that the cost would have been \$25,121,457 for 113,717 tons that were purchased (actual sales were 114,779 tons³). However, the cost of rice sold in 1966-67 was \$21,690,070

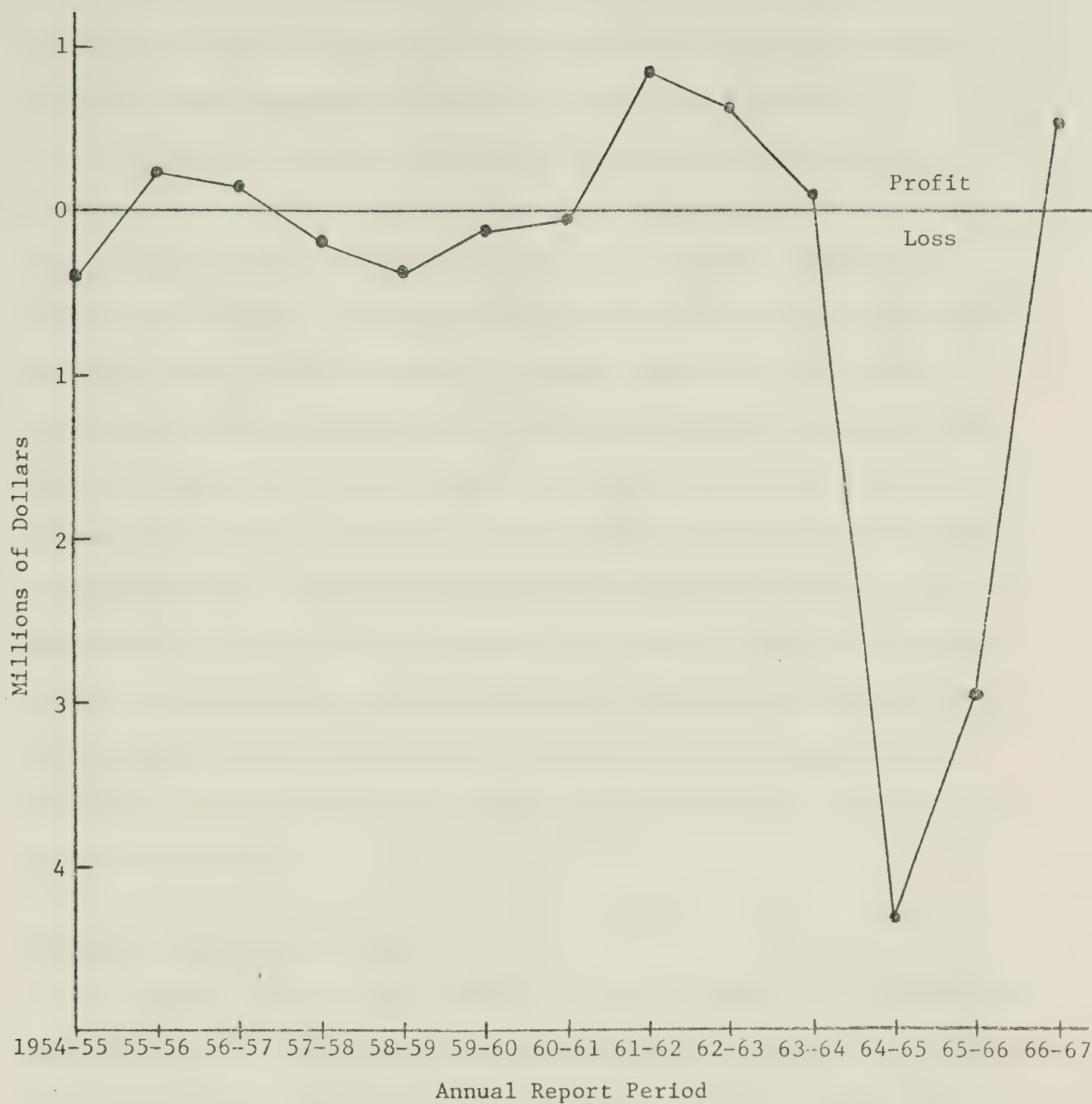


FIGURE 10

EXCESS OF INCOME OVER EXPENDITURE OF THE GUYANA
RICE MARKETING BOARD (1954-1967)

at an average of \$190.73 per ton. Therefore, had there not been a decrease to farmers the hypothetical loss of the Board would have been \$2,873,811 after deducting the profit of \$557,576 in 1966-67.

The losses which occurred during the periods mentioned were very substantial, so much so that the Board must maintain profits for a number of subsequent years in order to erase them. A further reduction to farmers will assist in this direction, but it will create an upheaval as there is a limit to such measures. Another hypothesis is that the approval of increased prices by the importing Caribbean territories must have been made after considerations of the general advance in commodity prices, production costs and living standards, supporting the view that price decreases to farmers were political rather than logical. It is difficult to evaluate the performance of the Board on the single argument presented as it must be remembered that the Rice Marketing Board is a near monopoly and thus profit and/or loss is not an absolute measure. The overall performance of the Board is wrapped up in the numerous facets of its operations.

Physical Distribution of Rice

Domestic distribution. The Rice Marketing Board has been distributing rice, with the exception of packaged brands, in quantities of 180-pound bags to retailers. This method of distribution affords an opportunity for retailers to mix good quality and low quality grades of rice and sell the mixture at top prices. This practice is difficult to curb as there is no policing of such activities by the Board. Further, distribution in quantities of 180 pounds has placed a limitation on the number of grades

that can be ordered by retailers due to problems of cost and storage facilities.

It is recommended that the Board introduce only packaged rice on the domestic market except in cases where rice can be bought in bulk by institutions such as hospitals, restaurants, hotels, the constabulary, school feeding programmes, etc. Lots of 5, 10 and 25 pounds can be prepared, in addition to the Board's own brands, for customers who would like to purchase greater quantities. An arrangement can be introduced so that persons requiring one or more bags of bulk rice may be able to make such a purchase. Further, it is recommended that the restriction on the minimum purchased be reduced to 100 pounds rather than the present 180 pounds. By this reduction many retailers will be able to purchase several grades and thus be in a position to offer consumers a greater variety of rice.

The important aspects of these distribution changes are:

1. There will be no adulteration of rice sold by the Board.
2. Uniform grades will be developed.
3. Retailers will not be required to weigh out and parcel rice.
4. Domestic containers will no longer be needed for making rice purchases.
5. Retailers will be afforded the opportunity of stocking more grades.
6. The housewife will be assured not only of quality and uniformity, but also of a much cleaner and healthier product.

Export distribution. Most of the sales of the Rice Marketing Board

on the export market can be attributed to the purchases of the British Caribbean territories. Apart from the territories introduced by the Connell Rice and Sugar Company the Board has not added many new markets to its list of importers. Because of a change in the governing political machinery in 1964, the Cuban market, which contributed significantly to the export sales of rice, was dropped. This boycott was based not on economic factors but on the political ideology of Cuba and its alienation by the United States of America.

Efforts of the Connell Company should not go without recognition, but their assistance should have been recognized as a matter of expediency. The pattern of sales established by the Connell Company suggests that their methods of maintaining old markets and gaining new ones were inconsistent for a marketing organization. Further, it has to be remembered that the United States of America is an exporter of rice and the interests of American producers need to be protected.

It is therefore suggested that efforts should be made to secure markets in all parts of the world where practicable. The present policy of not trading with the communist block or those countries governed by communist ideology should be discontinued. Such a small nation should be ready and willing to accept trading friends. It is interesting to note that the United States and Canada, two great examples of the capitalist system, have sold and are selling wheat to communist countries. Their ideology has not been affected but there has been an increase in the distribution of wealth to farmers. In Guyana, it must be realized that trade on mutual agreement has no ideology.

It may be argued that the Connell Company did find new markets,

but the effect of the contract was that nothing was being done locally to equip the organization so that in the future the Board would be able to do the job of finding new markets. All of the new markets gained by the Connell Company were in Africa and Asia. As a newly independent country seeking to better its economic independence, there is no doubt that delegations of the Board and Government would have been given a favourable reception had visits been made to the importing countries. Guyana's interest and thus the interest of the rice industry will best be served by the Board taking a direct and positive part in the marketing of Guyana's rice.

Storage facilities. Storage facilities at the premises of producers have been found to be inadequate as a result of poorly constructed shelters which leave grain open to attacks by animals, insects and moisture. This inadequacy in storage facilities results in poor grades of paddy and hence poor grades of rice.

It is suggested that storage facilities in the form of bulk bins or silos at several points along the coastal belt should be developed by the Board. Their location can be so arranged that railway cars and/or trucks may have access to them. Farmers and millers should be encouraged to use bins and/or silos for storing paddy. Introduction of this method of storage of rice is not applicable at this time because of the numerous grades produced after milling. However, with more standardization in the future the basic principle can then be applied. The setting up of bins or silos can be costly, but in the past before the advent of indoor plumbing in many areas heavy metal vats were used for storage of water. These

vats have been abandoned and discarded since, but can be redesigned and used as storage bins.

Mechanization and technological development in the handling of rice. There are presently about 150 single-stage mills and about 60 multi-stage mills in operation. Single-stage mills produce parboiled rice mainly and multi-stage mills produce both parboiled and white rice. The ideal situation, of course, is to have only multi-stage mills and this should be the ultimate aim. However, it is not economically feasible at the present time to have only multi-stage mills as many farmers have already invested much capital in single-stage mills.

Under the present circumstances, it is suggested that a specialization system be introduced in which single-stage mills will be used for the production of parboiled rice. Multi-stage mills can then be used to produce white rice. Guyana will be in a better position to compete internationally if there is an increase in the amount of white rice produced, as many markets are closed to it now because of this preference for white rice. The ultimate goal of having only multi-stage mills in operation will probably be realized when the Board is able to assist producers financially. However, this can only come about through improved efficiency of the Board.

Product Policy

Packaging. The Board has shown considerable success with its packaged rice, and this success should have been used as a guideline for future development. However, no notice was taken of this important aspect of distribution. The performance of packaged rice is reflected in

Appendix IV and Appendices VII to XI.

It has been suggested previously that the Board should introduce more grades of packaged rice on the domestic market. The packages used in the preparation of the various grades of rice should bear information pertaining to the contents of the packets, specifying the quality and grade of rice, and any other relevant information.

Grading. Throughout the years there have been complaints about the Board's grading procedure. The Board is in an unenviable position as it grades, purchases and sells rice. Much discontent has arisen among producers since the decisions of the Board have always been held final with no recourse of appeal. There is no coding system for grading rice and thus the names of producers are disclosed and judgments made by grading personnel are subject to bias.

It is suggested that the grading of all rice be separated from the Board and carried out by a Grading Authority under the auspices of the Department of Agriculture. The Authority would be independent and would apply objective scientific criteria for grading rice. Further, a coding system should be developed in which the identity of farmers will be hidden, so that there will be no attempts to distort the findings upon grading rice.

Milling. Presently, producers mill at random and because of the multitudinous mills in operation a variety of grades of rice is produced, resulting in good products, bad products, broken rice and waste. This inconsistency in the production of grades has meant that the Board has to blend numerous grades of rice at its central warehouse in Georgetown

before placing rice on the market, thus involving an extra cost.

It is therefore recommended that the Board take control from the time of harvesting of paddy to the milling. This action would prevent the present practice of having millers mill at random. To incorporate such a plan the Board will need to have adequate facilities to mill the paddy. From its records it can ascertain which mills have been successful in processing paddy to maintain the required grade and quality of rice. These mills can be contracted to process and mill paddy. It is expected that farmers will not be content to produce paddy only but when it is explained to them that a higher quality of rice can be obtained through standardization and uniform processing, it can be anticipated that they will agree and eventually benefit, because it will be their paddy which will give the grade of rice and the contingent value. Implementation of this suggestion would eliminate the necessity to blend rice at the Board's central warehouse.

New product development. The Board has not developed any other products besides rice. It has never utilized the by-products of rice milling and this failure to innovate can perhaps be attributed to the fact that most of the mills in operation are single-stage mills, in which process the by-products are wasted. However, with the increasing use of multi-stage mills the time is opportune for the introduction of a research and development division within the organization. This division, working in close cooperation with the engineering division, can assist in the development of many new products, new product uses and new processes in product development. Without going into technical details, many products

can be made from rice hulls or husks. Some of these products are abrasives, fertilizers, fuel, and furfural, a product utilized in the manufacture of lacquers and dyes. Another product which can be utilized is rice bran, the thin brown coating on the grain under the hull. Rice bran contains niacin and can be used for supplementing livestock and poultry feed. Rice bran is also a source of rice oil. Rice can also be pulverized to produce rice flour which, when mixed with wheat flour, can be used for making bread and pastries. The products mentioned are not new as they are being made in many rice producing areas of the world. However, they have never been made in Guyana, and this is an area which provides great potential for development.

Pricing Policy

It would appear that the Board has no set pricing policy. Prices have fluctuated throughout the period studied. Numerous increases and some decreases have taken place, but changes which were introduced appear to have been based on political grounds rather than logic. Through authority the Board is allowed to set the purchase prices to producers and to "non-contractual" importers. The Government sets the "contractual" and domestic prices. However, it is interesting to note the decrease in prices to producers in 1966-67 by the Board under the influence of the Burnham Coalition. Prices were lowered, with the exception of White B grade, to a level which was just slightly higher than prices offered in the period 1961-62 and in some instances lower, as evidenced in Appendix IV. In terms of economics this decrease in prices is difficult to assess as generally the trend is to have an increase in the cost of production

due to costs of labour, machinery and equipment, transportation, fertilization techniques, etc. It would thus appear that rice farmers were objects of hostility.

It is therefore suggested that prices be determined by looking at the costs of production, the economic conditions, the world situation and other relevant factors. This is suggested here because at no time did the Board explain its increases and decreases in prices except on one occasion when it was stated the price structure was artificial. Producers should be guaranteed a price for their product irrespective of the failure or success of the Board's efforts to sell rice.

Communications Policy

Presently, there is no form of promotional activity through advertising, exhibitions, fairs, etc. This lack of promotional activity is due to the monopoly situation of the Board. However, within the last six years of the period studied there has been a gradual decrease in domestic sales. Apart from the lack of promotional activity this decrease, based on speculation, can perhaps be attributed to private marketing.

It is recommended that the Board introduce some form of promotional activity either through the news media or exhibitions as rice, although the most important food staple in the diets of many Guyanese and peoples of importing territories, is in competition with other food staples such as potatoes, flour, yam, eddoes, plantains, etc.

Much of this thesis was prepared from data found in the Board's Annual Reports. However, these Reports cannot go without criticism. Too often information pertaining to prices, changes of grades, reasons for

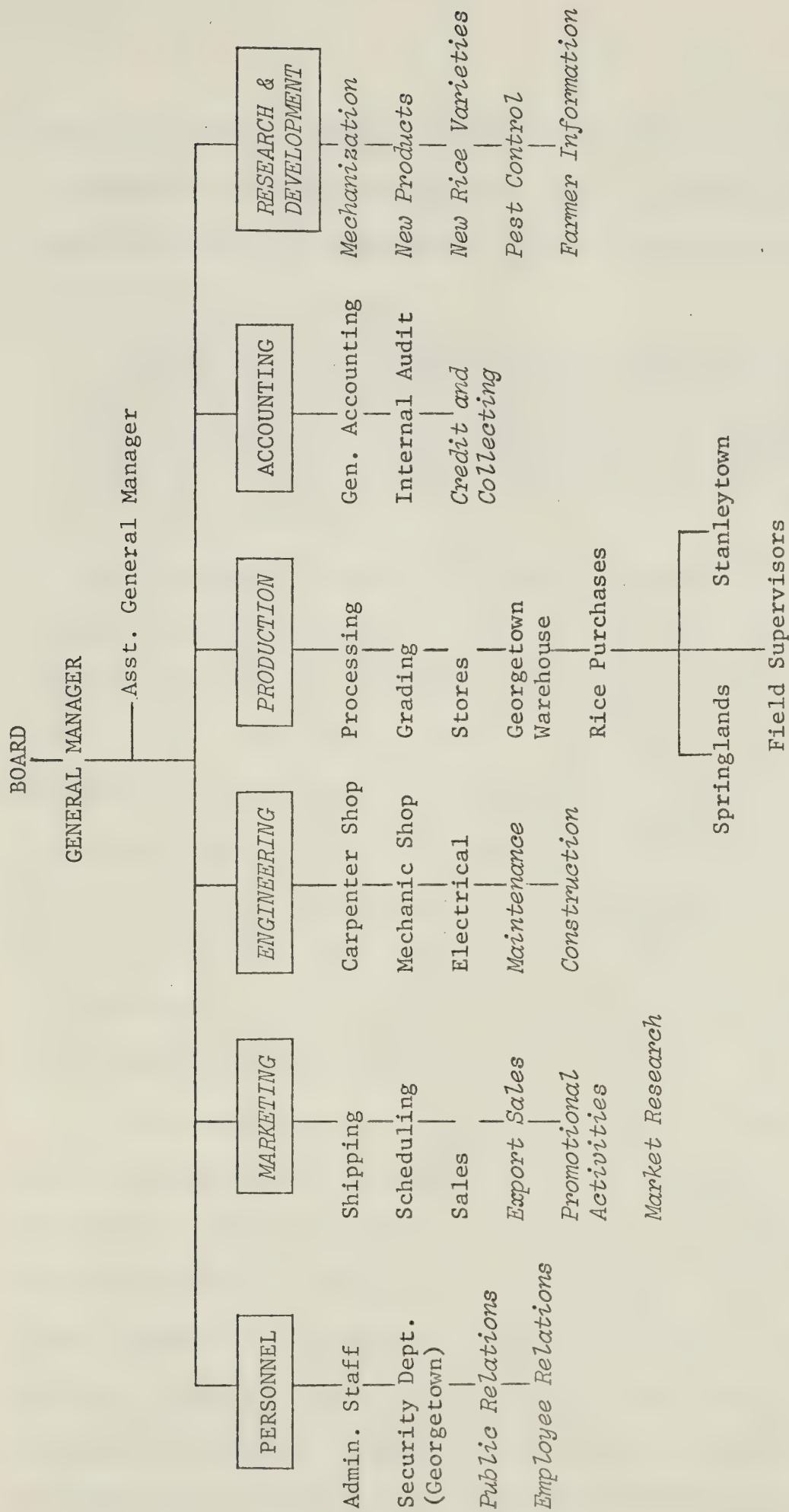
losses, etc. have been omitted. Also, references to importing territories in West Africa by "West Africa" leave much to be desired for statistical and information purposes, besides being a geographical assassination. On many occasions rice sold to importing countries was recorded as being sold to a town of that country under the title "Country of Destination." Apart from these omissions and errors the Reports present a wealth of statistical data.

Changes in the Organizational Structure

Organizational structures are not ends in themselves, but rather means through which the attainment of objectives can be achieved. The structure of an organization is not the same thing as an organization; it is a static model which gives a characteristic of the organization.

Examination of the Board's organizational structure as presented in Appendix I shows that there is a need for integration. Presently, two large and nine small divisions which make up the Georgetown office report to the Secretary. It is evident that the organization lacks team effort as one person in the organization is accountable to top management. Further, there appears to be no delegation of authority, implying a basic lack of confidence in company personnel. The present arrangement does not afford maximum utilization of the human skills and resources available in the organization.

Figure 11 shows an organizational chart suggesting ways of bringing about order and coordination within the Guyana Rice Marketing Board. The chart which is suggested regroups the several departments of the present structure and also includes four new divisions and several new departments



Note: Italicized words denote new divisions and departments.

FIGURE 11

which are presently lacking. The merit of this chart is that delegation of authority and subsequent accountability to a General Manager will assist in shaping the organization into a planned operational unit.

Dennison has pointed out that:

The importance of right structure of organization is sometimes undervalued, because with the right men almost any kind of organization can run well. This is true, but is by no means the whole truth. With the finest of personnel, an illogical organizational structure makes waste through internal friction and lost motive; it fails to retain and develop good men and to invite into its membership new men of high quality.⁴

The organizational structure is activated by merging people into the planned structure of functions. Most of the small divisions can be regrouped into two main divisions, namely engineering and production, because of the functions they perform. Through this rearrangement the organization will be able to take advantage of specialized skills, facilitate control, have better coordination and perhaps reduce expenses. Also, many workers can be transferred to departments with which they can be directly related. For example, the stock clerks who are in the accounting department can be transferred to the production department where they will be able to work with purchasing and inventory.

The introduction of a marketing division will assist the organization in the analysis of the market situation, assessment of the marketing opportunity, design marketing strategy, etc., and be involved in the overall objectives and goals of the organization. It will be able to gather statistical and any relevant data needed on all aspects of rice, providing management with information as to whom, where and why rice is an important product. It would also be actively engaged in close cooperation with other divisions of the organization for planned operations.

Similarly, the research and development division will lend assistance through the development of new products, new product uses and new processes for product development.

Societal Impact

The impact of modernization of the Guyana Rice Marketing Board will probably have a beneficial effect on the labour market. It is to be expected that there will be a reduction of staff in certain areas due to rearrangements but, also, there will be an increase through transfers and new positions as a result of the creation of new divisions and departments. The intention behind reorganization of the Board is not only to generate more revenue but also to create employment through its own expansion.

Increased efficiency of the Board will ultimately lead to the demand for more rice to meet its markets. This demand will stimulate increased production of rice through the development and cultivation of new lands. Thus, the whole economy of Guyana will benefit through increased employment and production of rice.

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3. Report of the Guyana Rice Marketing Board for the period 1st October, 1966, to 30th September, 1967, p. 2.
4. Henry S. Dennison, "Organization Engineering" (McGraw-Hill Book Co. Inc., New York, 1931), pp. 5-6.

CHAPTER VI

SUMMARY AND CONCLUSIONS

The modern marketing concept is the coordinated planning of all factors in the sale of a product or service based upon an agreed objective and understanding of the problems involved in reaching that objective. The marketing concept requires a total effort of all concerned within the organization in order to achieve success. One of the purposes of this study was to show that the modern marketing concept can be applied to the Guyana Rice Marketing Board, an organization solely responsible for the buying and selling of all rice produced in Guyana.

The importance of rice production as both a food staple and revenue earner resulted in the establishment of the Guyana Rice Marketing Board by statute in 1946 as the sole buying and selling agent of the rice industry. The Board has had to carry a heavy economic responsibility as rice production in Guyana has expanded through increased areas of land under rice cultivation since the end of World War II. Today, about 250,000 people are dependent upon the rice industry for employment in one way or another. Although rice was introduced by Negroes in the eighteenth century, the industry is now dominated by East Indians whose holdings may vary from an acre to several hundreds of acres.

The governing body of the Rice Marketing Board is the Board. Members of the Board are selected from the community at large. However, political manipulation of the governing machinery of the organization has resulted in damaging effects on the rice industry. The Board, although endowed with power and authority over the rice industry, has not been able

to perform efficiently because of poor organization and lack of modern marketing techniques.

Following the harvesting of paddy several options are open to farmers. One of these is to sell paddy to the Rice Marketing Board. This is done by some farmers as storage facilities on their premises are not satisfactory. This inadequacy in storage facilities results in poor grades of paddy and hence poor grades of rice. However, the grade of rice produced is dependent not only upon technical factors but also on the type of mill used in the processing. In Guyana there are two types of mills in operation. These mills produce parboiled and white rice mainly. Parboiled rice is preferred locally and by the importing Caribbean territories, while white rice is preferred by other markets, many of which are now closed to Guyana. Grading of all rice is done by the Rice Marketing Board, and because of the multitudinous mills in operation and the various milling procedures all rice milled is sent to the Board's central warehouse to be blended before being placed on the market. Prices are set by the Government in some instances and by the Board in others.

The present method of distribution on the domestic retail market requires the use of domestic containers, except for those instances of packaged rice prepared by the Board. This method of distribution affords an opportunity for retailers to mix good quality and low quality grades of rice and sell the mixture at top prices. This practice is difficult to curb as there is no policing of such activities by the Board. The contribution of the domestic market is about 10 to 12% of the total sales of the Board, but within the last six years of the study period there has

been a gradual decrease in domestic sales. This decrease can perhaps be attributed to the lack of promotional activities and also, based on speculation, the practice of private marketing. This speculation is supported by the abnormal amounts of rice retained by farmers.

Most of the sales of the Board have been dependent on the purchases made by importing countries, so much so that the rice industry has become an export industry. Traditional markets for Guyana's rice have been the British Caribbean territories, and these countries will continue to be importers of rice as a result of a recent trade agreement. Recently, new markets outside of the Caribbean have been found through the assistance of the Connell Rice and Sugar Company, a world marketing organization. The Board's need for this assistance arose as a result of the deliberate boycott of the Cuban market in 1965 following the introduction of a new Guyanese Government. Despite the efforts of the Connell Company the Board has experienced considerable financial difficulties since the loss of the Cuban market. The effects of these losses have been felt most by producers who were faced with a price reduction for their rice.

Suggestions for improvements in the rice industry have been put forward. The recommendations call for a reorganization of the Board's staff structure and changes in the present methods of storage, milling and grading, distributing rice locally, determining prices and establishing new export markets. Suggestions are also offered for improving the membership of the Board.

From the study presented, it has become evident that the operations of the Rice Marketing Board are not satisfactory. The operations of the

Board can be looked upon as similar to a "trading post" with the power centres failing to recognize the wider purpose and functions of the Board. Many conclusions have been reached and these can be enumerated as follows:

1. Political manipulation of the Board's governing machinery has had damaging effects on the performance of the organization.
2. Export sales of rice to new territories are dependent upon the political ideology of the importing countries, thus limiting the expansion of the rice industry.
3. Pricing policies of the Board are based not upon logic but upon political expediency.
4. The domestic distribution of rice is not satisfactory as it affords the opportunity for adulteration apart from being inconvenient. Further, the purchasing minimum restricts retailers from having numerous grades of rice in their inventory.
5. The British Caribbean territories will continue to be traditional importers by agreement.
6. Assistance by the Connell Rice and Sugar Company should have been temporary as the pattern of sales exhibited by this organization indicates that it was not in the best interest of Guyana. Further, through contracting out to the Connell Company the Board has not made any efforts to develop its own marketing department to solve its own problems.
7. Storage facilities of producers are inadequate, resulting in poor grades of paddy.

8. Because of the multitudinous mills and various methods in processing rice the Board has to blend the grades purchased before placing rice on the market.
9. The Board has not used the performance of packaged rice as an indication for further improvement.
10. There is no promotional activity by the Board to stimulate the sale of rice.
11. The Board's Reports, although containing much statistical information, have serious omissions.
12. There is no development of new products.
13. All grading of rice and paddy is carried out by the Board, which also buys and sells rice and from which there is no recourse of appeal, thus creating resentment and suspicion among producers.
14. The Board's organization structure suggests that the human skills and resources available are not being used efficiently.
15. The Board has not gained new markets of its own through lack of marketing innovation.

Numerous suggestions have been put forward for the improvement of the rice industry. However, direction and leadership should come from those in charge of the organization. The Guyana Rice Marketing Board is a business organization and should recognize itself as such. Its present method of marketing is not as effective as can be and although it can suffice despite its questionable performance, changes must be brought about if the rice industry is to prosper and Guyana with it. The

recommendations suggested for bringing about changes in the rice industry can be enumerated as follows:

1. Membership of the Board should be based upon managerial skill and talent, not favouritism and party affiliation.
2. Guyana should trade with as many countries as is practicable, irrespective of political ideologies of importing countries.
3. There should be a set policy on pricing based on economic conditions and world trends.
4. Silos and/or bins should be introduced for the storage of paddy.
5. There should be specialization in the milling of rice.
6. Only packaged rice should be sold locally, except for instances where bulk rice is required.
7. The purchasing minimum of rice by retailers should be reduced from 180 pounds to 100 pounds.
8. All grading of rice and paddy should be done by an independent Grading Authority.
9. The Board should consider taking control from the harvesting of paddy to the milling. Consequently, the Board will have to contract out milling to the most efficient millers.
10. The Board's organizational structure should be changed in order to facilitate control, delegate authority and maximize the human and non-human resources at its disposal.
11. The Board should set up a marketing division to assist in the disposal of its products.

12. The Board should introduce a research and development division to stimulate the development of new products, new product uses and new processes for product development.

13. The Board's Reports should disclose all information pertaining to prices, grades, importing countries, etc.

Reorganization and improvements will not cure all the ills of the rice industry, but they will help in assisting the Board to realize the purpose of its existence. Management must be constantly alert to innovations that relate to their field of operations. The process of innovation is characterized by a relatively continuous sequence of major and minor developments. The term "innovation" is used here to mean the introduction of new ideas and techniques that result in higher productivity, lower costs and/or increased revenues. For the Guyana Rice Marketing Board some innovations may be revolutionary in their impact upon its business operations and existing economic interrelationships. In marketing the success of the products depends not only on the quality, price and characteristics particular to the products but also in the efforts made by the marketing management in areas of channels of distribution, advertising and promotional programmes, sales territories, informed personnel, etc. There is thus the need for management to know the conditions external to its operations in order to be able to make adjustments for carrying on a successful business operation. The Guyana Rice Marketing Board has failed to perform in the past and this lack of innovation has stifled its operations.

As a semi-government organization the Rice Marketing Board can set the pattern for other semi-government marketing operations, and here one

is reminded specifically of the Guyana Marketing Corporation which organization handles the marketing of locally produced foods. The marketing concept can be applied to the Guyana Rice Marketing Board as it is an organization which has been producing excess quantities of its product line and needs to have this excess channelled to prospective buyers. What is emphasized here is that an organization of this magnitude should be able to develop its own machinery for the marketing of its products. The assistance given by the Connell Company must be appreciated, but it must be remembered that the United States is also an exporter of rice and interests of American producers need to be protected. The self-help exercise is usually difficult in the beginning, but by starting at some point in the very near future to tackle its own problem of finding new markets and maintaining the old ones, the organization will be able to elevate itself in the eyes of those involved in the rice industry and, at the same time, gain the respect of the nation. Presently, farmers are suspicious of the Board's activities, as in the triangle of exports, domestic sales and producers they have been the losers. However, with a reorganized Board making efforts to further the good of the rice industry this lost confidence in the Board will probably be regained, culminating in both the Board and producers having a common goal--an improved and prosperous rice industry.

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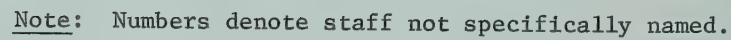
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graph TD
    BOARD[BOARD] -- 1 --> GM[GENERAL MANAGER]
    GM -- 1 --> AGM[ASSISTANT GENERAL MANAGER]
    AGM -- 1 --> SECRETARY[SECRETARY]

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APPENDIX II

Extract from the "Official Gazette" of Saturday, 30th September, 1967.

No. 337

RICE MARKETING BOARD NOTICE

GUYANA RICE MARKETING BOARD
RICE MARKETING ORDINANCE (CAP. 249)

In pursuance of Section 15 of the Rice Marketing Ordinance (Cap. 249) the Guyana Rice Marketing Board hereby gives notice that the Board has, with the approval of the Chief Agricultural Officer, fixed grades of rice, effective as from 1st October, 1967, as follows:-

1. PURCHASE GRADES:

Grade	Description
Extra Super	Parboiled rice containing not more than 8 per cent of broken and discoloured grains, the general colour and appearance of which is not below the guide sample.
Super	Parboiled rice containing not more than 12 per cent of broken and discoloured grains, the general colour and appearance of which is not below the guide sample.
Extra No. 1	Parboiled rice which is slightly inferior to Super but definitely better than No. 1 in colour and general appearance and containing not more than 20 per cent of broken and discoloured grains.
No. 1	Parboiled rice containing not more than 25 per cent of broken and discoloured grains, the general colour and appearance of which is not below the guide sample.
No. 2	Parboiled rice containing not more than 35 per cent of broken and discoloured grains, the general colour and appearance of which is not below the guide sample.
No. 3	Parboiled rice containing not more than 45 per cent of broken and discoloured grains, the general colour and appearance of which is not below the guide sample.

APPENDIX II (continued)

Broken	Parboiled rice containing more than 45 per cent of broken and discoloured grains, but not more than 25 per cent of small chips capable of passing through a $5\frac{1}{2}/64$ ths screen, the general colour and appearance of which is not below the guide sample.
Extra White "A"	White rice milled from Blue Belle paddy of a minimum purity of 90%, containing not more than 12% of broken and discoloured grains, the general colour and appearance of which is not below the guide sample.
White "A"	White rice containing not more than 20 per cent of broken and discoloured grains, the general colour and appearance of which is not below the guide sample.
White "B"	White rice containing not more than 25 per cent of broken and discoloured grains, the general colour and appearance of which is not below the guide sample.
White "C"	White rice containing not more than 45 per cent of broken and discoloured grains, the general colour and appearance of which is not below the guide sample.
White Broken	White rice containing more than 45 per cent of broken and discoloured grains, but not more than 25 per cent of small chips capable of passing through $5\frac{1}{2}/64$ ths screen, the general colour and appearance of which is not below the guide sample.
Unclassified	Any rice inferior in quality to any of the above described or any rice which on examination is found to possess an offensive odour.

11. LOCAL SALES GRADES:

Super	The same as Super under Purchase Grades.
Brown "A"	The same as No. 1 under Purchase Grades.
Brown "B"	Any parboiled rice other than Brown A containing not more than 40 per cent of broken and discoloured grains.

APPENDIX II (continued)

White "A"	The same as White B under Purchase Grades. The same as White C under Purchase Grades.
White "B" Brewer's Broken	Any parboiled or white broken of suitable quality for use in the brewing industry.
Mixed Broken	Any parboiled broken rice other than that suitable for use in the brewing industry.
Stock Feed	The same as unclassified under Purchase Grades.
"Pearl Brand"	Parboiled rice of high quality containing not more than 8 per cent of broken and discoloured grains.
"Indian Maid"	Parboiled rice of high quality containing not more than 12 per cent of broken and discoloured grains.

111. EXPORT GRADES:

Super and such other grades as may be agreed upon with importers in various export markets.

By Order of

THE GUYANA RICE MARKETING BOARD

NOOR M. KHAN
Assistant Manager.

Georgetown, Guyana,
27th September, 1967.

APPENDIX III

(Taken from Appendix 'F' of the Board's Annual Report for 1966-67)

TABLE A

CONTRACTUAL EXPORTS DURING CROP YEAR ENDED 30TH SEPTEMBER, 1967

Destination	Bags of 180 lb. Gross	Long Tons
Antigua	16,500	1,326
Montserrat	2,100	169
St. Kitts	12,100	972
Dominica	5,670	455
Grenada	15,810	1,271
St. Lucia	8,000	643
St. Vincent	14,070	1,131
Barbados	95,834	7,701
Trinidad	329,707	26,494
Jamaica	120,560	9,688
Total	620,351	49,850

TABLE B

NON-CONTRACTUAL EXPORTS DURING CROP YEAR ENDED 30TH SEPTEMBER, 1967

Destination	Packaged Rice (Long Tons)	Bulk Rice (Long Tons)
Barbados	410	39
Trinidad	2,040	-
Jamaica	3,179	-
Antigua	48	-
Montserrat	1	-
St. Kitts	73	-
Dominica	26	-
Grenada	56	-
St. Lucia	65	-
St. Vincent	18	-
Guadeloupe	1	5,584
Martinique	207	1,798
Cayenne	-	49
South Vietnam	-	216
West Africa	-	13,873
Liberia	-	7,865
Singapore	-	16,899
Hong Kong	-	984
St. Barthelemy	1	-
London	13	10
Ships' Stores	4	20
Total	6,142	47,337

APPENDIX IV

PURCHASE PRICES PER BAG OF 180 LB. FOR VARIOUS GRADES OF RICE (1953 TO 1967) DELIVERED AT BOARD'S GEORGETOWN WAREHOUSE

Grade	1953-55	1955-57	1957-61	1961-62	1962-66	1966-67	Difference between prices for last 2 years
Extra Super	\$18.45	\$18.80	\$20.70	\$20.70	\$22.50	\$21.00	\$1.50*
Super	17.55	17.95	19.70	19.70	21.05	20.00	1.05*
Extra No. 1	16.90	16.90	18.55	18.55	19.90	18.25	1.65*
No. 1	16.50	16.00	17.60	17.60	18.95	17.00	1.95*
Extra No. 2	-	-	16.45	16.45	16.90	-	-
No. 2	15.85	14.00	15.35	15.35	15.80	13.80	2.00*
No. 3	15.35	12.00	13.20	13.20	13.65	10.00	3.65*
Super Broken	11.00	8.40	9.85	9.85	9.00	-	-
Broken	9.80	7.20	8.20	8.20	7.20 ⁺	7.20	-
Unclassified	9.30	6.30	7.00	7.00	6.00 ⁺	4.30	2.70*
White A	16.90	17.50	19.70	19.70	19.70	19.00	0.70*
White B	15.10	14.00	15.35	15.35	15.35	17.00	1.65**
White C	-	-	-	-	-	14.00	-
White Broken	10.70	8.40	10.00	10.00	10.00	7.20	2.80*
White No. 1	-	-	-	21.20	21.96	-	-
White No. 2	-	-	-	20.50	20.34	-	-
White No. 3	-	-	-	19.80	18.90	-	-
White No. 4	-	-	-	19.10	17.48	-	-
White No. 5	-	-	-	17.10	16.20	-	-
White No. 6	-	-	-	14.70	14.22	-	-
White A Broken	-	-	-	10.00	9.00	-	-
White B Broken	-	-	-	8.00	7.20	-	-

Source: Compiled from data taken from Annual Reports of the Board for the years 1953 to 1967.

⁺ Increased to \$7.00 in 1963.

*Decrease in price.

**Increase in price.

APPENDIX V

GRADES OF RICE SOLD LOCALLY FROM 1954 TO 1967
(BAGS OF 180 LB.)

Grade	Annual Report Period												
	'54-55	'55-56	'56-57	'57-58	'58-59	'59-60	'60-61	'61-62	'62-63	'63-64	'64-65	'65-66	'66-67
Packaged Super	-	-	199	312	260	455	659	1,807	1,026	1,690	4,011	7,194	10,379
Super	-	-	-	2,617	3,645	5,825	8,402	6,824	124,147	158,815	25,998	79	48
Super and Brown A	93,890	180,816	203,775	-	-	-	-	-	-	-	-	-	-
Brown A and 1st Quality	-	-	-	233,824	228,801	212,112	206,012	191,160	81,405	12,733	87,060	117,078	95,852
Brown B and 2nd Quality	109,974	46,678	24,130	3,021	6,918	9,907	11,286	17,949	752	69	2,038	14,363	18,913
Mixed	3,490	3,100	1,242	1,260	860	596	421	594	55	87	3	1,814	2
Stock Feed	16,224	6,749	6,861	3,529	1,656	7,781	10,512	25,351	9,926	6,548	12,036	23,385	8,949
Packaged White	-	-	-	-	1	-	-	119	131	30	122	253	330
White A	2,680	3,279	3,284	2,390	2,448	2,593	2,960	11,001	4,702	3,640	2,578	2,893	2,748
White B	2,748	956	10	7	1,138	205	85	5,077	97	1,525	478	2,290	5,071
White Broken and Brewer's Broken	324	4,001	184	3,164	2,878	2,079	3,046	2,326	3,459	744	3,033	2,290	200
Total	229,330	245,579	239,685	250,124	248,605	241,553	243,383	262,008	225,700	185,881	187,376	169,909	142,492
Equivalent tons	18,428	19,734	19,260	20,099	19,977	19,544	19,558	21,054	18,136	14,937	11,039	13,653	11,450
% Total sales	27.3	32.0	32.4	47.9	29.0	23.8	21.3	19.5	18.8	15.0	9.8	13.0	10.0

Source: Compiled from data taken from Annual Reports of the Board for the years 1954 to 1967.

APPENDIX VI

LOCAL SALE PRICES PER BAG OF 180 LB. FOR
VARIOUS GRADES OF RICE, 1953 TO 1967

Grade	1953-55	1955-57	1957-58	1958-62	1962-67
Super	-	-	\$22.15	\$22.15	\$23.95
Brown A	\$17.05	\$17.05	17.90	18.80	19.70
Brown B	15.30	13.50	14.45	14.45	14.45
White A	17.05	17.05	21.30	21.30	22.20
White B	15.10	13.50	16.95	18.80	19.70
White C	-	-	-	17.00	-
White Broken	10.60	8.70	-	-	-
Mixed Broken	10.50	8.70	10.45	10.45	11.35
Stock Feed	8.70	6.00	7.20	7.20	8.10
Brewer's Broken	-	-	12.00	12.00	12.90
Pearl Brand*	-	-	10.00	10.00	10.60
Indian Maid ⁺	-	-	7.73	7.73	8.23

Source: Compiled from data taken from Annual Reports of the Board for the years 1953 to 1967.

*Carton of 60 lb. net.

⁺Carton of 50 lb. net.

APPENDIX VII

GRADES AND QUANTITIES OF RICE SOLD FROM 1954 TO 1967 (BAGS OF 180 LB.) TO TRINIDAD

Grade	Annual Report Period													
	'54-55	'55-56	'56-57	'57-58	'58-59	'59-60	'60-61	'61-62	'62-63	'63-64	'64-65	'65-66	'66-67	
Packaged														
Parboiled	11,606	5,232	6,103	9,982	10,816	12,196	15,413	18,483	22,549	21,081	19,288	26,175	25,131	
Super	1,500	21,746	4,000	12,656	12,930	4,000	-	-	10	-	-	-	-	
1st Quality	159,869	185,976	189,027	56,154	213,650	333,844	319,600	256,630	314,773	330,330	353,171	341,259	329,707	
2nd Quality	-	16,200	-	-	-	-	-	25,000	-	-	-	-	-	
Packaged														
White	-	-	-	237	34	-	200	20	309	-	1,013	123	256	
Brewer's														
Broken	-	-	-	-	-	-	20	-	-	-	-	-	-	
Total	172,975	229,154	199,130	79,029	237,430	350,040	335,233	300,133	337,641	359,411	373,472	367,557	355,094	
Equivalent														
tons	13,900	18,414	16,002	6,351	19,079	28,128	26,938	24,118	27,132	28,881	30,011	29,536	28,534	
% Total														
sales	28.7	43.9	39.7	29.1	43.6	44.9	37.2	27.2	34.8	34.1	29.6	32.4	27.6	

Source: Compiled from data taken from Annual Reports of the Board for the years 1954 to 1967.

APPENDIX VIII

GRADES AND QUANTITIES OF RICE SOLD FROM 1954 TO 1967 (BAGS OF 180 LB.) TO JAMAICA

Grade	Annual Report Period												
	'54-55	'55-56	'56-57	'57-58	'58-59	'59-60	'60-61	'61-62	'62-63	'63-64	'64-65	'65-66	'66-67
Packaged													
Parboiled	27,535	22,068	24,342	46,414	35,668	35,325	40,936	33,587	16,878	14,416	9,796	6,284	39,560
1st Quality	179,933	88,938	128,420	84,385	113,170	196,949	109,070	158,420	137,270	175,362	186,180	94,209	120,560
Packaged													
White	8	34	-	2,329	1,350	11,030	17,461	2,672	2,535	2,609	2,251	141	-
White A	-	-	-	-	14,300	-	-	-	-	-	-	-	-
Brewer's													
Broken	-	-	-	-	-	-	50	-	-	-	-	-	-
Total	207,476	111,040	152,762	133,128	164,488	243,304	167,517	194,679	156,683	192,377	198,227	100,634	160,120
Equivalent													
tons	16,672	8,923	12,276	10,698	13,218	19,551	13,461	15,644	12,591	15,459	15,929	8,087	12,867
% Total													
sales	34.4	21.3	30.4	48.9	30.2	31.2	18.6	17.7	16.1	18.2	15.7	8.9	12.5

Source: Compiled from data taken from Annual Reports of the Board for the years 1954 to 1967.

APPENDIX IX

GRADES AND QUANTITIES OF RICE SOLD FROM 1954 TO 1967 (BAGS OF 180 LB.) TO BARBADOS

Grade	Annual Report Period												
	'54-55	'55-56	'56-57	'57-58	'58-59	'59-60	'60-61	'61-62	'62-63	'63-64	'64-65	'65-66	'66-67
Packaged													
Parboiled	473	405	614	1,149	1,783	1,650	2,009	2,541	2,895	2,930	2,751	4,121	5,084
Super	4,251	10,549	8,622	4,640	11,510	10,160	6,650	1,422	-	-	-	-	-
1st Quality	97,498	87,015	71,345	30,193	71,665	90,542	92,308	92,104	103,162	99,020	89,798	89,553	95,384
Stock Feed	-	-	-	-	-	-	-	-	-	-	-	13	-
Pearl Brand	-	-	-	-	-	-	-	-	-	-	-	265	484
Packaged													
White	-	-	-	-	-	-	-	14	1	-	-	21	18
Brewer's													
Broken	-	-	-	-	-	-	675	-	-	-	-	-	-
Broken	1,750	500	-	-	-	-	-	563	-	-	-	-	-
Total	103,972	98,469	80,581	35,982	84,958	102,352	101,642	96,644	106,058	101,950	92,549	93,973	101,420
Equivalent													
tons	8,355	7,913	6,475	2,891	6,827	8,225	8,168	7,766	8,522	8,192	7,437	7,551	8,150
% Total													
sales	17.2	18.9	16.1	13.2	15.6	13.1	11.3	8.8	10.9	9.7	7.3	8.3	7.9

Source: Compiled from data taken from Annual Reports of the Board for the years 1954 to 1967.

APPENDIX X

GRADES AND QUANTITIES OF RICE SOLD FROM 1954 TO 1967 (BAGS OF 180 LB.) TO THE WINDWARD ISLANDS

Grade	Annual Report Period												
	'54-55	'55-56	'56-57	'57-58	'58-59	'59-60	'60-61	'61-62	'62-63	'63-64	'64-65	'65-66	'66-67
Packaged													
Parboiled	155	145	177	222	373	487	719	970	1,318	1,584	1,320	1,934	2,054
Super	5,643	6,395	5,740	2,987	6,992	12,013	15,605	8,890	435	100	-	500	-
1st Quality	5,655	16,245	7,875	2,410	4,295	5,034	5,444	13,704	28,463	41,983	43,700	43,957	43,550
2nd Quality	26,804	18,110	19,970	8,073	15,305	24,464	22,635	14,540	6,313	2,280	-	-	-
3rd Quality	200	-	-	-	-	-	-	-	-	-	-	-	-
Packaged													
White	-	-	-	-	-	-	-	-	-	3	-	-	-
White A	-	-	-	-	-	-	-	10	15	-	-	-	-
Stock Feed	-	-	-	-	-	-	135	95	-	-	-	-	-
Total	38,457	40,895	33,762	13,692	26,965	41,998	44,538	38,209	36,544	45,950	45,020	46,391	45,604
Equivalent													
tons	3,090	3,286	2,713	1,100	2,167	3,375	3,529	3,070	2,937	3,692	3,618	3,728	3,665
% Total													
sales	6.4	7.8	6.7	5.0	4.9	5.4	5.0	3.5	3.8	4.3	3.6	4.1	3.5

Source: Compiled from data taken from Annual Reports of the Board for the years 1954 to 1967.

APPENDIX XI

GRADES AND QUANTITIES OF RICE SOLD FROM 1954 TO 1967 (BAGS OF 180 LB.) TO THE LEEWARD ISLANDS

Grade	Annual Report Period												
	'54-55	'55-56	'56-57	'57-58	'58-59	'59-60	'60-61	'61-62	'62-63	'63-64	'64-65	'65-66	'66-67
Packaged													
Parboiled	274	219	86	181	711	423	587	712	652	1,098	1,290	1,879	1,521
Super	4,266	6,532	3,914	2,050	6,454	8,782	7,727	9,991	20,500	17,205	18,030	18,550	18,600
1st Quality	9,651	20,336	13,632	4,142	7,913	12,965	7,721	10,121	12,850	13,215	15,500	12,400	12,100
2nd Quality	19,388	10,626	17,340	3,514	15,235	19,900	14,081	10,663	5,072	-	-	-	-
Packaged													
White	-	-	-	-	-	-	-	-	14	-	5	17	-
White A	-	-	-	-	-	-	8	-	-	-	-	-	-
White B	-	-	-	-	-	-	-	-	-	75	-	50	-
Broken	20	170	-	-	-	-	-	-	-	-	-	-	-
Total	33,599	37,883	34,972	9,887	30,313	42,070	30,124	31,487	39,088	31,583	34,825	32,896	32,221
Equivalent													
tons	2,700	3,044	2,810	795	2,436	3,381	2,421	2,530	3,141	2,538	2,796	2,643	2,589
% Total	5.6	7.2	7.0	3.6	5.6	5.4	3.3	2.8	4.1	3.0	2.8	2.9	2.5
sales													

Source: Compiled from data taken from Annual Reports of the Board for the years 1954 to 1967.

APPENDIX XII

GRADES AND QUANTITIES OF RICE SOLD FROM 1960 TO 1965
(BAGS OF 180 LB.) TO CUBA

Grade	Annual Report Period				
	1960-61	1961-62	1962-63	1963-64	1964-65
Super	37,716	73,082	13,751	59,303	31,209
1st Quality	-	4,860	-	-	-
White A	-	-	123,994	-	-
White B	137,207	186,100	75,251	-	54,447
White D	-	37,351	71,624	31,397	-
White E	-	-	-	215,351	-
Special No. 2	-	44,228	-	-	-
Special No. 3	-	3,714	-	-	-
Total	173,923	349,335	284,620	306,051	85,656
Equivalent tons	13,976	28,072	22,871	24,593	6,883
% Total sales	19.3	31.7	29.3	29.0	6.8

Source: Compiled from data taken from Annual Reports of the Board for the years 1960 to 1965.

APPENDIX XIII

BRANDS OF RICE DISTRIBUTED BY SEVERAL COMPANIES
IN JAMAICA AND SIZE OF PACKAGE

Brand name	Type of rice	Size (oz.)	Company
Delta	White	16	Grace, Kennedy & Co. Ltd.
Grace	Parboiled	16	Grace, Kennedy & Co. Ltd.
Eden	White	16	Bryden & Evelyn Ltd.
Eve	Parboiled	32	Bryden & Evelyn Ltd.
Crown	White	16	Lascelles de Mercado (Mose) Ltd.
Lascelles	Parboiled	16	Lascelles de Mercado (Mose) Ltd.
Nu Pak	White	16	Musson Ltd.
Delite	Parboiled	32	Commodity Service Co. Ltd.
Fay-Com	White	16	Facey Commodity Co. Ltd.
Fay-Com	Parboiled	32	Facey Commodity Co. Ltd.

Source: Data collected during study.

APPENDIX XIV

IMPORTING COUNTRIES BESIDES CARIBBEAN TERRITORIES AND QUANTITIES OF RICE IMPORTED (TONS)(1960 TO 1967)

Country	1960-61	1961-62	1962-63	1963-64	1964-65	1965-66	1966-67
Holland	1,266	506	304	-	-	620	-
United Kingdom	1,328	-	254	-	1,169	-	23
Canada	-	-	-	3	335	-	-
West Germany	152	-	-	1,000	9,395	2,145	-
Belgium	72	-	-	-	2,156	1,563	-
Portuguese Guinea	-	-	-	-	2,136	-	-
West Africa*	-	-	-	-	3,285	-	13,873
Venezuela	-	1,205	-	-	-	-	-
France	-	-	-	-	498	-	-
Nigeria	-	-	-	-	80	-	-
Madeira	-	-	-	-	20	-	-
India	-	-	-	-	-	4,920	-
Ivory Coast	-	-	-	-	12,411	19,029	-
Liberia	-	-	-	-	-	5,023	7,865
French Guiana	-	-	-	-	-	56	-
Surinam	407	-	-	-	-	192	-
Singapore	-	-	-	-	-	-	16,899
Hong Kong	-	-	-	-	-	-	984
Czechoslovakia	-	-	-	32	-	-	-

Source: Compiled from data taken from Annual Reports of the Board for the years 1960 to 1967.

*West Africa refers to countries in West Africa which were not named specifically.



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